

APPENDIX 5: TOWER HAMLETS STRATEGIC PLAN ACTION PLAN 2014-2015

<b>A Great Place to Live</b>					
Strategic Priority 1.1: Provide good quality affordable housing					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Increase the availability of affordable family sized housing	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2015	On target	50%	Planning applications continue to be scrutinised to maximise compliance with our policies on provision of family sized housing in the affordable tenures.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Meet with developing RPs twice, to agree the number, location, size and timing of their schemes	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	Regular meetings are taking place with RPs. Two have taken place for Q1 and Q2, and a further two meetings will take place by year end.
Ensure that each planning application has as close to a policy compliant offer of affordable family sized homes	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Affordable Housing team provide comments on all planning applications and ensure that family affordable housing is given a high priority in assessing schemes.
Meet quarterly with the GLA to discuss progress on grant funded schemes and future bids by RPs/developers in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Meetings take place at the end of the quarter.
Participate at all ELHP Chief Officer Groups and the ELHP Board	Jackie Odunoye (D&R)	31/03/2015	On target	50%	
Support RPs grant applications to the GLA ensuring that quantum of family homes is maximised and rents are affordable	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Many grant allocations are still for unspecified schemes, and will not specify exact rents, which need to be secured through our planning process. The LBTH Framework for Affordable Rents has been agreed with the GLA.
Work with RPs and Planning to increase the delivery of affordable housing with the aim of completing 5500 new affordable homes by May 2018	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Work continues on encouraging further delivery of affordable housing from mixed tenure schemes and Registered Provider led schemes. The target of 5500 is still not secured, but more schemes are due to be approved over the next year.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Deliver regeneration at Robin Hood Gardens and the Ocean Estate	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2015	On target	50%	First phased works for RHG on target. Later phases delayed due to length of time taken for CPO outcomes, but second phase (1b) preparation work in progress and reserved matters application submitted.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Blackwall Reach - Secure reserved matters planning application approval for development phase 1b	Jackie Odunoye (D&R)	31/07/2014	Delayed	50%	There has been some delay in achieving this and milestones relating to later phases for RHG due to the extended CPO process. Consequently, a planning application for phase 1b was submitted in September 2014 with approval projected for November 2014.
Ocean DH & Newbuild - Manage refurbishment contract defects period and notation of contracts from East Thames	Jackie Odunoye (D&R)	30/09/2014	Delayed	50%	Liaison with THH and Wates over latent defects still required, due for completion within 2014/15. East Thames have yet to provide details of the warrantees to accompany the contracts being novated.
Blackwall Reach - Ensure completion of 98 new homes on development phase 1a	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Construction works on programme.
Ocean Redevelopment Phase 2 - Progress land assembly, including tenant decants and acquisitions to achieve vacant possession for transfer to East Thames	Jackie Odunoye (D&R)	31/03/2015	On target	50%	The 3 blocks are now 70% emptied. Possession action is underway on all secure and non-secure tenants. All but 4 resident leaseholders have sold their homes and 19 non-residents remain to be bought-out, prior to the application of the CPO in QTR4.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Lead regeneration in Poplar	Cllr Rabina Khan Owen Whalley (D&R)	01/03/2015	On target	50%	Regeneration in this area supported both by the Ailsa Masterplan development work and the Housing Zone bid which was submitted to the GLA on 30th September 2014.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Produce new Ailsa SPD draft for consultation	Owen Whalley (D&R)	01/10/2014	Delayed	30%	Clearance for the procurement / inception of specialised themes of work (environmental, design, viability) is currently being undertaken. This has meant that there have been time implications on progress. Also key is determining the need for a Strategic Environmental Assessment (SEA). Plan making will continue to update senior management on the time implications now associated with the need for an SEA and procurement. A further update will be available in January 2015.
Adopt the Ailsa Street SPD	Owen Whalley (D&R)	01/03/2015	On target	0%	This objective depends upon careful management of procurement and inception technicalities which are currently being managed.
Complete a Masterplan scoping exercise for South Poplar	Owen Whalley (D&R)	01/03/2015	On target	50%	The Housing Zone bid for Poplar Riverside is at an advanced stage and consideration is being given to whether this becomes a wider planning framework. Plan Making have provided detailed evidence to the Poplar Riverside Housing Zone Bid and continue to support Housing colleagues in this role and in the development of a Masterplan for Ailsa Street.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver housing, a leisure centre and community facilities at Poplar Baths / Dame Colett House	Cllr Rabina Khan Ann Sutcliffe (D&R)	31/03/2015	On target	25%	Good progress has been made on this activity with youth service involved in design development. Planning conditions have been met with housing and community facility build targets on course to be met.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
6 month review of progress against programme targets	Ann Sutcliffe (D&R)	30/09/2014	Complete	100%	Construction programme reviewed.
Monitor delivery of 100 socially rented housing units	Ann Sutcliffe (D&R)	31/03/2015	On target	25%	Programme monitored through a range of meetings and inspection.
Delivery of leisure centre - commencement on site	Ann Sutcliffe (D&R)	31/03/2015	Complete	100%	Work started on site.
Delivery of a new youth / community centre - commencement on site	Ann Sutcliffe (D&R)	31/03/2015	Complete	100%	Work started on site.
Complete first phase of housing (milestone / deadline subject to Financial Close)	Ann Sutcliffe (D&R)	31/03/2015	On target	25%	Construction progressing, discharge of planning conditions on target.
Open youth / community facilities (milestone / deadline subject to Financial Close)	Ann Sutcliffe (D&R)	31/03/2015	On target	25%	Construction progressing, youth service involved in design development.

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Seek to mitigate homelessness and improve housing options	Cllr Rabina Khan Jackie Odunoye, Colin Cormack (D&R)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Improve housing options in the private rented sector - scope project and agree project plan	Jackie Odunoye (D&R)	30/04/2014	Complete	100%	
Develop proposals for consideration informed by evidence and legal advice	Jackie Odunoye (D&R)	30/06/2014	Complete	100%	
Produce and publish the Homeless Statement Action Plan	Colin Cormack (D&R)	31/07/2014	Delayed	75%	There has been some discussion on how this item should be progressed and by whom. It has now been agreed that Strategic Housing will lead on the review of initial Action Plan which should be developed by November 2014.
Submit Cabinet report setting out options and budgetary requirements in relation to the private rented sector	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	Cabinet report approved on 3rd September 2014.
Support the London Living Rent Campaign and work with the GLA's London Rental Scheme and London Landlord Accreditation Scheme to improve regulation in the Private Rented Sector producing a scoping report by September 2014	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	A scoping paper has now been taken to Cabinet (3rd September 2014). Following this report a consultancy will now be engaged to further consult on the adoption of selective powers re: private sector licensing within specific Wards.
Produce the service change specification for an enhanced Housing Options Service as defined by the No Wrong Door project	Colin Cormack (D&R)	31/03/2015	On target	50%	On target for completion by year's end.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Plan effectively to deliver high volumes of affordable housing and funding for infrastructure (including provision for healthcare and education)	Cllr Rabina Khan, Owen Whalley (D&R)	31/03/2015	On target	40%	Good progress has been made towards developing the South Quay masterplan in addition to securing funding for infrastructure through planning contributions. Continual liaison is made with developers to secure where possible affordable housing target rent levels.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Represent Tower Hamlets at Judicial Review into London Plan affordable housing policy	Owen Whalley (D&R)	31/05/2014	Complete	100%	
Consult on draft South Quay Masterplan	Owen Whalley (D&R)	30/09/2014	Delayed	0%	Corporate reporting to commence with CMT on 30/9/14. SPD draft to be approved by Cabinet in December for consultation in January.
Adopt South Quay Masterplan	Owen Whalley (D&R)	31/02/2015	On target	0%	Adoption will follow consultation and drafting.
Maximise opportunities for the provision of childcare space in new developments	Owen Whalley (D&R)	31/03/2015	On target	40%	A study has been commissioned to undertake secondary data analysis to better understand the level of need re: childcare provision. This will complement consultation with parents currently taking up an Early Learning 2 place and those who aren't to better understand the service needs with a view to feeding into service provision.
Secure new affordable homes at rental levels which are genuinely affordable for those in housing need in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2015	On target	50%	The new framework for affordable rents in the 2015-18 GLA grant programme have been agreed. Rents on other schemes require liaison with developers at the planning stage, which is being done.
Develop new financial and delivery model as options for securing investment in delivering affordable housing on specific Council owned sites	Jackie Odunoye (D&R)	31/03/2015	On target	50%	All new homes are being developed at rents agreed in the Framework Agreement between the GLA and LBTH. In some instances, viability permitting, schemes are delivering at social target rents.

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Strategic Priority 1.2: Maintain and improve the quality of housing					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Reduce the number of Council homes that fall below a decent standard	Cllr Rabina Khan Jackie Odunoye (D&R)	30/03/2015	On target	62%	Year 4 Decent Homes programme has commenced with 1,1447 homes being made decent so far and delivery more heavily weighted towards the latter half of the year. A range of community benefits have also been realised via apprenticeships, work placements and £4.31m of contractor spend being with local suppliers.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Commence Year 4 DH Programme using five contractors	Jackie Odunoye (D&R)	30/04/2014	Complete	100%	Contractors commenced delivery from 1st April 2014.
Make 3109 homes decent	Jackie Odunoye (D&R)	31/03/2015	On target	47%	761 homes made decent against a quarterly programme target of 760. Year to date DH yield is 1447. Quarter 3 programme target is set at 889.
Ensure delivery of local community benefits targets	Jackie Odunoye (D&R)	31/03/2015	On target	40%	<p>Target Apprentices in Y3 &amp; Y4 = 171: Current Apprenticeships = 91                      Apprenticeships offered to the local residents based on cumulative spend of £85m until the official orders are issued.                      Local Labour Target = 30%: Current Employment = 37%                      Local (LBTH) Spend Target = 20%: Current Performance = 31%                      Contractors have spent circa £13.834m of which circa £4.311m (31%) have been committed to suppliers based within LBTH.                      Local East London Spend Target = 50%: Current Performance = 32%</p> <p><u>Work Experience Placements:</u>                      * 1 Outreach placement                      * 1 School placement                      * 14 weeks work experience                      * DH Project Team working with Resident Engagement Team to identify suitable Community Centres for basic decorating works</p>
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the quality of housing services	Cllr Rabina Khan Jackie Odunoye (D&R)	31/12/2014	On target	50%	Good progress being made with Project 120 sign up by housing partners, audits of leasehold service charges, and monitoring service plans in support of the 'Cards on the Table Campaign'.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure sign up to P120 (provision of appropriate family sized wheelchair accessible homes) by all RP partners, developers and the GLA	Jackie Odunoye (D&R)	31/05/2014	Complete	100%	A conference held in January 2014, attended by RPs and stakeholders involved in the delivery of Wheelchair accessible units in the Borough formally marked the launch of P120. Since then P120 remains a standing item on the THHF Development Subgroup Agenda and a Project Team has formed, meeting on a 6 weekly basis to take this initiative forward.
Implement efficiency savings by re-structuring the Service	Jackie Odunoye (D&R)	31/10/2014	On target	75%	To be implemented as part of the employment options programme.
Complete audits of leaseholder service charges and implement recommendations	Jackie Odunoye (D&R)	31/12/2014	On target	60%	Mazars Audit ascertaining legislative and lease compliance, VFM, and transparency of leasehold services – completed and report issued. HQN have been procured to review the progress implementation of the of the Beevers & Struthers Audit. The audit is in progress, report due in December 2014.
Examine options for leaseholder dispute resolution	Jackie Odunoye (D&R)	31/12/2014	On target	30%	Initial draft presented to LBTH Client. THH has been asked for more detail on the ADR process and implications

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Agree and monitor the Tenant Federation Action Plan and provide appropriate support for their 'Cards on the Table' scrutiny activities	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Regular support and liaison with Tenants Federation taking place. 2014/15 funding support not yet agreed.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Identify and target sub-standard homes and work with landlords or enforce where required to improve conditions	Cllr Rabina Khan / Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Gather necessary evidence, explore data and consider options for taking forward a landlord licensing scheme	Andy Bamber (CLC)	31/03/2015	On target	50%	
Proactively locate substandard homes and bring them up to standard	Andy Bamber (CLC)	31/03/2015	On target	50%	
Increase the number of Houses of Multiple Occupation that are compliant with licensing requirements by 10%	Andy Bamber (CLC)	31/03/2015	On target	50%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Offer affordable fuel options through Tower Hamlets Energy Community Power (Energy Cooperative)	Cllr Rabina Khan / Cllr Alibor Choudhury Jackie Odunoye (D&R)	31/03/2015	On target	60%	Continuing to promote the energy co-op auction held in October 2014 and a further auction planned for February 2015. Energy advice is offered to households.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Deliver the energy use awareness programme, including home energy efficiency advice and short term loans of energy monitoring devices, to help residents recognise their current energy use and identify potential savings	Jackie Odunoye (D&R)	30/09/2014	Delayed	75%	Preparatory works for the project completed. The start of the project purposely delayed to November 2014 to coincide with the winter months and will be completed end of February 2015.
Provide tailored home energy efficiency advice and energy packs to 250 households in the borough, focused on those at risk of fuel poverty including vulnerable residents and over 75s	Jackie Odunoye (D&R)	31/12/2014	On target	50%	
Implement the Fuel Poverty Plan and produce an annual report on progress and achievements	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Action Plan implemented and ongoing.
Continue with resident sign-up for the collective energy switching scheme and hold at least two auctions in the year to secure cheaper tariffs for residents	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Regular promotional sign up events are held.
Strategic Priority 1.3: Improve the local environment and public realm					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Progress the Carbon Reduction Plan for Council buildings	Cllr Alibor Choudhury / Cllr Shahed Ali Jackie Odunoye (D&R)	31/03/2015	On target	45%	The Carbon Management Plan from 2009 has been reviewed and renewed in 2014.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Tender for Re:FIT programme for Council buildings	Jackie Odunoye (D&R)	30/09/2014	Delayed	50%	Currently on hold. Tower Hamlets identified the potential buildings and to use the GLA REFIT procurement framework, we received a request from East London Solutions to do a joint procurement as a sub region to achieve a higher value of works to achieve better value for money. Joint tenders are now likely to take place in January 2015.
Secure approval of the Salix loan application for 300 LED streetlights. The works will save £25,000 and 135 tonnes of CO2 per annum	Jackie Odunoye (D&R)	30/09/2014	Complete	100%	Funding has been secured and project already completed.

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Complete installation phase for Re:FIT programme. The programme will save 312 tonnes of CO2 and £60,000 per annum	Jackie Odunoye (D&R)	31/03/2015	On target	0%	As above, project is on hold and therefore the implementation is likely to be delayed by three months. However the project is looking to complete by March 2015.
Deliver second phase of staff engagement programme and publish energy costs and carbon emissions quarterly	Jackie Odunoye (D&R)	31/03/2015	On target	25%	Data analysed. Strategy to be completed when the vacant post is filled in January 2015.
Complete the Schools Saving strategy and delivery plan	Jackie Odunoye (D&R)	31/03/2015	On target	50%	Data analysed. Strategy to be completed when the vacant post is filled in January 2015.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Protect and improve the local environment	Cllr Shahed Ali Andy Bamber, Jamie Blake (CLC)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Manage continued improvement in reducing traffic disruption through the Street Works Permit scheme for utilities and road works, with an annual report produced in May 2014	Jamie Blake (CLC)	31/05/2014	Complete	100%	
Enact dog control orders (subject to consultation) to improve the Council's response to dog control issues	Andy Bamber (CLC)	30/09/2014	Delayed	75%	Awaiting Legal Service input before consultation is reported back to the Mayor and a decision is taken on publishing final orders. New target date proposed: 31/3/15
Deliver projects towards improving air quality under the Air Quality Strategy programme: 1. Expand the zero emissions network in Shoreditch, working with small businesses 2. Deliver and evaluate a pilot No-idling project at Tower Bridge 3. Design and deliver the clean air awareness project with the Barts Trust	Andy Bamber (CLC)	31/03/2015	On target	50%	
			On target	50%	
			On target	50%	
			On target	50%	
Continue to liaise with Crossrail delivery companies and contractors to ensure that the impact on the environment and local residents is minimised	Andy Bamber (CLC) and Jamie Blake (CLC)	31/03/2015	On target	50%	
Plan and develop proposals for a Boroughwide 20mph limit, including consultation with TfL	Jamie Blake (CLC)	31/03/2015	Complete	100%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Work in partnership to improve our public realm	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Undertake a borough wide deep clean	Jamie Blake (CLC)	30/06/2014	Complete	100%	
Support the development and relaunch of Find It, Fix It, Love It (FIFILI) and develop the use of direct service delivery through	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Deliver Marsh Wall resurfacing and bus improvement streetscene improvement works on site	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Undertake public consultation on the Ben Johnson Road streetscene improvement scheme	Jamie Blake (CLC)	31/10/2014	Delayed	0%	Following some clarification of work programmes the consultation for this scheme will now be undertaken in Q4 for project delivery in 2015/16
Develop further the Community Volunteering programme, and deliver at least 50 projects	Jamie Blake (CLC)	31/03/2015	On target	50%	
Integrate engagement with representative disabilities groups for all design and improvement works	Jamie Blake (CLC)	31/03/2015	On target	50%	
Deliver the Ben Johnson Road streetscene improvement scheme phase 1 works on site	Jamie Blake (CLC)	31/03/2015	Overdue	0%	Works are now scheduled to start on site in 2015/16.

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Improve street lighting in the borough by replacing 200 streetlights with brighter white LED lighting (c.50 new columns per quarter)	Jamie Blake (CLC)	31/03/2015	On target	50%	
Deliver phase 3 of the £3m highway infrastructure improvement programme. Total 18 streets resurfaced; 6 by September 2014	Jamie Blake (CLC)	31/03/2015	On target	95%	
Help make our borough greener by implementing a four year rolling programme of tree planting on streets, parks and open spaces	Jamie Blake & Shazia Hussain (CLC)	31/03/2015	On target	50%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Increase household waste sent for reuse, recycling & composting	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2015	Complete	100%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>100%</b>	<b>Comments</b>
Develop a 'Lifecycle' media campaign to promote awareness of reuse, recycling & composting arrangements and opportunities	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Complete a Census-based project to determine future demand profiles for waste and recycling services	Jamie Blake (CLC)	31/08/2014	Complete	100%	
Complete an evaluation of waste generation for estate based communities to support targeted interventions for improved recycling levels	Jamie Blake (CLC)	01/10/2014	Complete	100%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Improve our parks, playgrounds and open spaces	Cllr Shafiqul Haque Shazia Hussain (CLC)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Commence delivery of the capital improvements to Bartlett Park Phase 1	Shazia Hussain (CLC)	31/03/2015	On target	50%	
Develop consultation on the draft Masterplan for the King Edward Memorial Park, with local stakeholder meetings by December 2014	Shazia Hussain (CLC)	31/03/2015	On target	50%	
<b>Strategic Priority 1.4: Provide effective local services and facilities</b>					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Manage national planning changes effectively to deliver local priorities	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2015	On target	40%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Cabinet determine third round of applications for Neighbourhood Forums	Owen Whalley (D&R)	30/09/2014	Complete	100%	No applications were received.
Publish Stage 2 Tower Hamlets Neighbourhood Planning Guidance	Owen Whalley (D&R)	31/10/2014	On target	25%	This document is being finalised upon which it will be reported to senior management.
Cabinet determine fourth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/03/2015	On target	0%	A process is in place to assist Cabinet's determination of forthcoming applications. This milestone however depends on submissions coming forward.
Undertake an initial options review to assess delivery of the Mayor's parking commitments	Owen Whalley (D&R) / Jamie Blake (CLC)	31/03/2015	On target	10%	D&R leading review of all estate and off-street parking for which a scoping exercised is to be carried out in December 2014 as part of a wider review of estate land and capacity to deliver additional affordable homes.



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Further improve our markets	Deputy Mayor, Cllr Oliur Rahman Jamie Blake (CLC)	31/03/2015	On target	60%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake public consultation on Bethnal Green streetscene improvements	Jamie Blake (CLC)	30/06/2014	Complete	100%	
Outline design developed for the Wentworth Street market area street improvement scheme	Jamie Blake (CLC)	31/12/2014	On target	50%	
Deliver the Bethnal Green Town Centre improvement scheme to improve the market area - commence work on site	Jamie Blake (CLC)	31/03/2015		0%	Scheme withdrawn. Expected to be replaced by major junction improvement at Bethnal Green Gateway ( Roman Rd / Cambridge Heath Rd junction) subject to securing LIP funding.
Deliver public consultation on the Wentworth Street market area street improvement scheme	Jamie Blake (CLC)	31/03/2015	On target	0%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2015	On target	95%	Due to the requirement of further information and an additional Examination Hearing, we are expecting the Examiner's Report in November 2014 and all being well, a live CIL by March 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Full Council Adoption of LBTH CIL	Owen Whalley (D&R)	30/09/2014	Delayed	95%	Due to the requirement of further information and an additional Examination Hearing, we are expecting the Examiner's Report in November 2014 and all being well, a live CIL by March 2015.
Complete training programme for all Planning staff on the new CIL	Owen Whalley (D&R)	31/03/2015	On target	0%	This milestone is on target and will commence in the New Year.
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Deliver the Whitechapel Masterplan	Cllr Rabina Khan Owen Whalley (D&R)	31/12/2014	On target	60%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Define the Interim Delivery approach for the Masterplan	Owen Whalley (D&R)	31/07/2014	Complete	100%	
Prepare briefing paper for the Interim Delivery Team	Owen Whalley (D&R)	30/09/2014	Complete	100%	
Complete project handover	Owen Whalley (D&R)	31/12/2014	On target	40%	The detailed structure has been agreed and staffing resources are being sought and opportunities progressed. The first formal Partnership Board meeting took place on 27 October 2014.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver a Multi-Faith burial ground	Mayor Lutfur Rahman Ann Sutcliffe (D&R)	31/05/2015	Overdue	50%	This activity has been delayed due to the external partner being responsible for and failing to secure planning consent. There is limited control which can be exercised over the developer in submitting the planning application to time. To limit the impact and slippage on this, an alternative site has been identified. However this will result in there being a year delay from the original timescale.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Partner to secure planning consent for Multi-Faith burial ground	Ann Sutcliffe (D&R)	31/12/2014	Overdue	0%	After the initial planning application was withdrawn, the development partner is no longer submitting an application at this time and so this milestone will be delayed. An alternative site has been identified and a paper is going to Cabinet in December 2014. This would result in this milestone being delivered by 31/12/15.



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Commence marketing of cemetery provision	Ann Sutcliffe (D&R)	31/01/2015	Overdue	0%	Due to the delivery partner not submitting a planning application, and an alternative site now being sourced, it is likely that this milestone will now slip to 31/1/16.
Completion of setting out of grounds	Ann Sutcliffe (D&R)	31/05/2015	Overdue	0%	Assuming that we conclude negotiations on a new site, this milestone would be delivered by 31/5/16
<b>Strategic Priority 1.5: Improve local transport links and connectivity</b>					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Support sustainable local transport including cycle improvements	Cllr Shahed Ali / Deputy Mayor, Cllr Oliur Rahman Jamie Blake (CLC)	31/03/2015	On target	30%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Review TfL safety improvement designs for Cycle Superhighways 2 and 3	Jamie Blake (CLC)	31/07/2014	Delayed	50%	CS2 out to consultation and Council preparing objections and proposals for improvements including at Whitechapel Market; CS3 due to be consulted in January and Council preparing outline revised design "vision" for wider consultation in response to TfL proposals.
Undertake consultation on the Council's sustainable local transport improvements (Cycle Superhighways 2&3 and Aldgate / Whitechapel Connections Strategy)	Jamie Blake (CLC)	30/09/2014	Delayed	25%	TfL leading CS2 consultation and other consultation is not due until Q3
With the London Legacy Development Corporation (LLDC), design creation of a new north/south Riverside Walk link	Jamie Blake (CLC)	30/11/2014	On target	80%	
Commence Cycle Superhighway 2 and 3 enabling works with TfL	Jamie Blake (CLC)	31/12/2014	Delayed	0%	CS2 construction programme Jan 2015 for 14 months. CS3 starts later in 2015. LBTH still considering detailed designs.
Deliver first phase of Aldgate / Whitechapel Connections Strategy - works on site	Jamie Blake (CLC)	31/01/2015	On target	10%	
Develop Stepney Schools Cycle Partnership to support cycling in the area and continue the free adult and children cycling training programmes	Jamie Blake (CLC)	31/03/2015	Overdue (in part)	10%	Cycle training ongoing but Bid for Stepney Schools Partnership not approved by TfL - will seek to deliver some elements of the scheme in 2015/16 LIP
Deliver Phase One of the Leaway Walk in conjunction with the LLDC	Jamie Blake (CLC)	31/03/2015	On target	20%	
Create 1,000 more parking spaces over the next four years (i.e. to 2018), delivering 250 new spaces this year	Jamie Blake (CLC)	31/03/2015	On target	10%	
<b>Strategic Priority 1.6: Developing stronger communities</b>					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Engage residents and community leaders in policy and budget changes	Mayor Lutfur Rahman / Cllr Alibor Choudhury Shazia Hussain (CLC)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Consult residents as part of the development of the Community Plan	Louise Russell (LPG)	31/12/2014	On target	75%	Online consultation on savings proposals completed. Survey and workshops planned for before December.
Hold an annual Mayor's Budget congress	Robin Beattie (CLC)	28/02/2015	On target	50%	
Further develop and deliver a resident budget communications plan	Chris Holme (RES) / Takki Sulaiman (LPG)	28/02/2015	On target	75%	Further consultation activity will be undertaken during Jan/Feb both online and in face to face sessions.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement a framework for engagement of borough-wide equality forums in the Partnership	Mayor Lutfur Rahman Louise Russell (LPG)	31/12/2014	On target	75%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop proposals to Partnership Executive for engagement of borough wide equality forums	Louise Russell (LPG)	30/06/2014	Delayed	75%	The Framework is being revised following feedback.
Present implementation report to Partnership Executive	Louise Russell (LPG)	31/12/2014	On target	75%	Partnership Executive workshop planned for December 2014.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver locally appropriate services through the 4 locality Hubs	Mayor Lutfur Rahman Shazia Hussain (CLC)	31/03/2015	On target	60%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Complete negotiations with the Police regarding co-location	Robin Beattie (CLC)	31/07/2014	Delayed	85%	The Police Asset Management Team needed to wait for a strategic policy review to be completed. Draft Heads of Terms have been agreed for police use of John Onslow House and the Shadwell Centre and for LBTH use of Isle of Dogs Police Station. Finalised papers including cost are being drafted for formal consideration by LBTH and Police asset management decision making bodies.
Develop a corporate wide strategy for locality co-location	Robin Beattie (CLC)	31/12/2014	On target	50%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop further the Local Community Ward Forums and the Community Champions Programme	Mayor Lutfur Rahman Shazia Hussain (CLC)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Use the LCWFs to support the scoping of the 'Play Streets' scheme in the borough	Shazia Hussain (CLC)	31/12/2014	On target	0%	Discussions are ongoing as to which part of the organisation should progress this action, given budgets and service responsibilities.
Establish and implement three additional Local Community Ward Forums following the implementation of ward boundary changes	Shazia Hussain (CLC)	31/03/2015	On target	50%	
Implement a 3rd round of Community Champions recruitment with targeted recruitment of under-represented groups	Shazia Hussain (CLC)	31/03/2015	Complete	100%	
Develop a Community Champions Framework	Shazia Hussain (CLC)	31/03/2015	On target	50%	

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<b>A Prosperous Community</b>					
Strategic Priority 2.1: Improve educational aspiration and attainment					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Ensure sufficient places are provided to meet the need for statutory school places	Cllr Gulam Robbani Kate Bingham (ESW)	31/03/2015	On target	75%	Annual review report submitted to Cabinet 3 September 2014. No children without offer of a school place in September 2014. Milestones on track for target completion
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Review annual projections and adjust short, medium and long term planning accordingly	Kate Bingham (ESW)	30/09/2014	Complete	100%	Annual review report submitted to Cabinet 3 September 2014.
Review land and asset options to plan for growth of primary and secondary provision, including provision for children with SEN, and report to Cabinet on progress and further plans for implementation	Kate Bingham (ESW)	30/09/2014	Complete	100%	Scheme implementation on programme. 5FE of additional primary capacity opened September 2014.
Complete implementation of existing expansion schemes and any temporary schemes to provide sufficient primary places	Kate Bingham (ESW)	31/03/2015	On target	60%	Longer term strategic planning ongoing. Potential primary school at Wood Wharf included in outline planning application
Plan for implementation of future expansion schemes, working with D&R on land and funding matters where required, and plan for use of capital resources (including s. 106 and CIL funds) to implement schemes	Kate Bingham (ESW)	31/03/2015	On target	60%	Longer term strategic planning ongoing. Potential primary school at Wood Wharf included in outline planning application
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required	Kate Bingham (ESW)	31/03/2015	On target	60%	Longer term strategic planning ongoing. Potential primary school at Wood Wharf included in outline planning application
Develop medium and long term strategy to meet projected pupil growth to 2024, taking into account any new free schools agreed by DfE	Kate Bingham (ESW)	31/03/2015	On target	60%	Longer term strategic planning ongoing.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Expand free early education places of high quality for disadvantaged two-year-olds	Cllr Gulam Robbani Anne Canning (ESW)	31/03/2015	On target	75%	An additional 814 places were created by Sept 14. We are continuing to work with around 24 new provisions to offer further places. Milestones are generally on track to meet target delivery dates
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop access routes to support the expansion of early learning places for eligible 2 year olds	Anne Canning (ESW)	30/09/2014	Delayed	75%	We have formed links with Parks, East Thames Housing and Poplar Harca Housing to identify additional premises. We are working closely with asset management in negotiating potential childcare places with eight Local Authority premises.
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)	31/03/2015	On target	20%	£192,000 has been spent to date. We anticipate further spend of approximately £800,000 by March 2015.
Work with identified settings to ensure that they are of high enough quality to provide places for eligible 2 year olds - promoting shared use of buildings where possible	Anne Canning (ESW)	31/03/2015	Complete	100%	New legislation from the DfE now means that the Early Years Service no longer has a right to refuse two year old funding to new provision or those judged good or outstanding by Ofsted (whatever the LA view is on their quality of provision). However raising quality continues to remain a main focus of meeting the needs of young children, and work continues with Asset Management to find premises encouraging shared use of buildings.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Raise attainment and narrow the gap between the lowest 20% and the median of all children at the end of the Early Years Foundation Stage (EYFS)	Cllr Gulam Robbani Anne Canning (ESW)	31/07/2014	Delayed	75%	The moderation process has changed. Schools will now receive three visits over the course of the year rather than the traditional annual visit. Assessment training is ongoing - this includes NQTs and experienced co-ordinators in schools
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Roll out second year of Every Tower Hamlets Child a Talker (ECaT) Programme	Anne Canning (ESW)	31/07/2014	Complete	100%	Each setting has a named communication lead. A higher level of training is being provided. Training for the trainer has started.
Roll out of the mathematics programme, including by appointing a skilled teacher who can work with both schools and MPVI settings; beginning the programme in the summer term and using QA and review processes as for ECaT	Anne Canning (ESW)	31/07/2014	Delayed	100%	A teacher was identified to work with both schools and MPVIs. This work has commenced. However, soon after the teacher was awarded the role, she left after accepting the post. This is now under review again.
Work with targeted schools, including by allocating a development worker to each school; agreeing a programme of work incorporating support for leadership skills, assessment, assessing using the characteristics of learning and planning for progress; reviewing EYFSP outcomes for each school	Anne Canning (ESW)	31/07/2014	Complete	100%	All early years providers have arrangements in place to identify and support children with additional needs and special educational needs and disabilities (SEND). They follow the Early Years Foundation Stage (EYFS) which is a government framework that sets out the standards for monitoring the progress and development of children. They use an assessment and planning framework and have tools such as 'Early years outcomes' which provide information on expected outcomes for young children they should be working towards.  Previously, the EYFS moderation programme meant that 25% of schools received one visit a year to review their programme of support and EYFS programme outcomes. Schools will now be visited three times a year instead of once a year by an EYFS development worker. Schools are chosen on a four year rolling rota so that 25% of schools are moderated over a four year period.  So far this term, all schools have been visited, where the Adviser helped head-teachers and Early Years Co-ordinators to analyse EYFS pupil data from last year, as well as this year's new pupil cohort. Following analysis of data, staff were supported in creating their plan of action.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the number of children achieving 5 A* to C grades including English and maths grades at GCSE	Cllr Gulam Robbani Anne Canning (ESW)	30/09/2014	Delayed	50%	Provisional 2014 GCSE results were released to schools in late August 2014. There have been a number of significant changes to exams this year which the DfE warned could impact on this year's results. The provisional results show that the percentage of students achieving 5+ A* -C GCSEs (including English and Mathematics) is 59.5% - a drop of 5.2% points on last year's figure of 64.7%. However, this still represents a 24% point improvement since 2005/06, when LBTH achieved 34%. Tower Hamlets' results are still likely to be above the national average. The Council's role is to broker support between schools and strengthen partnerships. There has been some slippage with milestones but remedial actions are in place.

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Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Identify the distribution of underperformance across the borough schools at all key stages, with a particular focus on White UK pupils and Looked After Children; offer feedback to the schools; identify key schools to work with to improve the attainment levels of the underachieving pupils	Anne Canning (ESW)	31/07/2014	Delayed	50%	This subject is scheduled to be discussed at the Tower Hamlets Equalities Steering Group meeting in November.  Tower Hamlets' GSCE results for all pupils have improved over time from a point well below the national average in 1990 to a point above in 2013.  Although results for White UK pupils have been improving over time, the rate of improvement has remained in line with local and national rates of increase, so that as a group they never close the gap. When compared to 2013 5 A* - C GSCE including English and Maths results for London, the achievement of Tower Hamlets White UK pupils is in the bottom four boroughs along with Brent, Newham, and Islington. A range of initiatives are delivered such as parental engagement and school effectiveness activities for White UK pupils. Work is underway to visit all schools and identify groups and strategies by Dec 2014.
Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation	Anne Canning (ESW)	30/09/2014	Delayed	50%	A strategy meeting is scheduled for November/ December with the Virtual School and the School Improvement team. The officer who is tasked to move this forward has been absent on sick leave. This strategic meeting will be held with LBTH's Head of Secondary Learning and Achievement, as to moving the virtual schools agenda forward.
Offer targeted Key Stage 4 support to the worst performing schools to support improvement, including learning and family support interventions especially for Looked After Children	Anne Canning (ESW)	30/09/2014	Complete	100%	At KS4 the 5+ A*-C including English and Maths has dipped to 59.5%, a drop of 5.2%. T
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Bring A Level results above the national average	Cllr Gulam Robbani Anne Canning (ESW)	31/03/2015	On target	75%	A level results are improving year on year and are getting closer to the national average. Several schools are at this level already. The borough has continued to improve its results within a national context of declining results. There is still more to do but we are heading in the right direction.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support all sixth forms to use ALPS data effectively in their planning to target support to Year 12 students	Anne Canning (ESW)	30/09/2014	Complete	100%	All schools are using the ALPS process to monitor and track their students. They also use ALPS to monitor the quality of AS and A levels against a national framework.
Offer targeted Key Stage 5 support to the worst performing schools to support improvement, including learning and family support interventions	Anne Canning (ESW)	30/09/2014	Complete	100%	We have carried out several sixth form health checks over the past year. These include learning walks, lesson observations, folder checks, focus groups with students and staff and a report back to the Head. This is an ongoing action.  We work closely with our sixth forms and respond to all requests for support. In the secondary learning team we focus on the educational needs of our schools, teachers and students. We support schools in their work with families and commission support from the relevant agencies.
Fund and support the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access	Anne Canning (ESW)	31/03/2015	Complete	100%	We have supported the development of an academic literacy programme that is now in all of our sixth forms. This programme uses a network of tutors - often ex-teachers but also recent graduates - to provide 1:1 support for students. This has been very effective in helping students improve their grades.  This project has developed a variety of resources and techniques that are highly effective. The latest initiative is for the tutors to coach teachers in schools on these techniques. This helps spread the 1:1 strategies more widely and will enable even more students to benefit from the programme.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Embed a Child Rights Approach in all of our commissioning for 2014/15	Cllr Gulam Robbani Anne Canning (ESW), Dorne Kanareck (ESW)	28/02/2015	Complete	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure all our key partners sign up to the Mayor's Charter of Child Rights	Anne Canning (ESW)	30/04/2014	Complete	100%	A host of key organisations formally pledged to uphold the rights of children and young people in Tower Hamlets. The 'Tower Hamlets Mayor's Charter of Child Rights' was launched on March 11th 2014. The launch represents a milestone in the council's new partnership with UNICEF UK. Local children and young people decided which 10 articles of the UN convention on the Rights of the Child were most relevant to them. Tower Hamlets Council was the first organisation to sign the Charter. Other organisations to sign at the launch included Bart's Health NHS Trust, the Metropolitan Police, East London Foundation Trust and some of the borough's head teachers.
Children and Families Partnership Board agree the joint child rights based commissioning framework	Anne Canning, Dorne Kanareck (ESW)	30/06/2014	Complete	100%	This was approved by the Children and Families Partnership Board on 20th May 2014.
Provide training for colleagues undertaking commissioning in 2014-15	Anne Canning, Dorne Kanareck (ESW)	31/12/2014	Complete	100%	UNICEF training undertaken by the Project Group.
Procurement processes completed	Anne Canning, Dorne Kanareck (ESW)	28/02/2015	Complete	100%	YBSM service was tendered using the child right's principles. The new service was established on 1st April 2014.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Assist more people into further education and to university, and continue to deliver the Mayor's Education Allowance (MEA) and Mayor's Higher Education Award (MHEA)	Cllr Gulam Robbani / Cllr Alibor Choudhury Anne Canning (ESW)	31/02/2015	On target	70%	The activities below provide an update of progress.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university	Anne Canning (ESW)	31/07/2014	Complete	100%	In addition, a project team is working with the parental engagement team to produce a DVD for parents. This provides information about various career routes after school. A career advisor holds a surgery at the annual Parent's Evenings at every secondary school, providing advice to Year 9 and 11.
Hold the annual Mayor's Education Achievement Awards to recognise the achievements of young people in the borough	Anne Canning (ESW)	30/11/2014	On target	75%	On track to deliver event on 25 November 2014.
Undertake publicity and advertise the MEA and MHEA schemes	Anne Canning (ESW)	31/12/2014	Complete	100%	Publicity exercise completed by Education and Comms.
Apply the MEA and MHEA policy to determine applications	Anne Canning (ESW)	31/12/2014	On target	25%	Applications are being made. The applications are being checked in accordance with the MHEA Policy. First payments to be made are scheduled between February and March 2015.
Make payments	Anne Canning (ESW)	31/01/2015	On target	0%	First payments are scheduled to be made in 2015.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maintain investment in youth services and provision for young people	Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC)	03/03/2015	On target	60%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Redesign and implement a new grant allocation process	Andy Bamber (CLC)	31/08/2014	Complete	100%	
Review Youth Service provision following the implementation of the restructure	Andy Bamber (CLC)	31/10/2014	Complete	100%	

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Undertake a review of administrative support functions	Andy Bamber (CLC)	31/03/2014	Delayed	20%	This has been delayed to provide a clear view of the potential impacts arising through further development of the efficiency savings programme, and potential ER/VR, affecting this and other service areas.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide effective support for parents and governors	Cllr Gulam Robbani Anne Canning (ESW)	31/03/2015	On target	80%	All new governors are provided with an induction pack and information on how to contact Governor Services Hotline for confidential advice. They receive invitations to meet once a term with the Director and senior officers to provide them with an opportunity to discuss progress and raise issues for discussion. 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.  All parent governors have access to the Parents Matter newsletter and are invited to termly Parent Governor Network and Parent and Carer Council meetings exploring themes requested by families.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Provide training in relation to governors' financial responsibilities including new responsibilities related to teachers' pay, to improve the governance framework	Anne Canning (ESW)	31/03/2015	Complete	100%	A workshop on governors' role in Pay Policy was delivered at the autumn term 2014 Director's Meeting with Governors by the Senior HR & WD Business Partner. Bespoke on-site finance training is available as part of the Governor Services SLA package and can be purchased separately. Schools with SLAs with Governor Services have access to an on-line training module on finance and non-SLA schools can purchase this package as a stand-alone.
Ensure new governors in community schools undertake induction training; 50% of governors newly appointed in 2013/14 to attend the course within one year of being appointed	Anne Canning (ESW)	31/03/2015	Complete	100%	Combined attendance at the LBTH induction training for new governors in May and October was 48 out of 84, i.e. 57%. Governors who have not attended will be reserved places on a future induction course.
Monitor the equality profile of governors and encourage the recruitment of under-represented groups	Anne Canning (ESW)	31/03/2015	On target	50%	All new governors are asked to complete an equalities monitoring form. Profiles are now available for 53% of governors. New Regulations introduced by government to take effect by 1st September 2015 will reduce the number of LA governors to one per governing body and hence limit the direct influence on appointments. Governing bodies will be encouraged to consider applications held by the LA for governor vacancies that occur.
Strategic Priority 2.2: Support more people into work					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support residents into jobs through employment and skills programmes	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R), Bozena Allen, Dorne Kanareck (ESW)	31/03/2015	On target	70%	Ongoing work
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support 750 Tower Hamlets residents into jobs	Andy Scott (D&R)	31/03/2015 and quarterly	On target	50%	558 job outputs confirmed Q1-Q2. Future reports will retrospectively confirm additional outputs once the potential for double counting has been removed from process. Cross council reporting proposals moving ahead.
Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups	Andy Scott (D&R)	31/03/2015	On target	50%	Data collected via Skillsmatch and partners, including through planning and procurement arrangements/contracts. Processes for collating demographic data from sources other than Skillsmatch will be reviewed as part of the cross council reporting requirements to ensure consistency.
Establish a commercial recruitment agency for Tower Hamlets	Andy Scott (D&R)	31/03/2015	On target	50%	Working towards the first milestone for a proposal to be considered by the Executive by November 2014.



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Create a new internal partnership arrangement based on a broad SLA with key partners including Job Centre Plus and other Economic Taskforce members	Andy Scott (D&R)	31/08/2014	Complete	100%	Memorandum of Understanding agreed and signed in principle by Service Head for Economic Development and Job Centre Plus.
Progress the first phase of the development of a new integrated employment centre	Andy Scott (D&R)	31/03/2015	On target	75%	Skillsmatch Community Outreach proposal to be considered shortly.
Deliver integrated employment support services from each of the Idea Stores	Shazia Hussain (CLC)	31/03/2015	On target	70%	
Support more people aged 18-69 with learning disabilities and mental health needs into employment	Bozena Allen (ESW)	31/03/2015	Complete	100%	These placements are brokered in collaboration with Tower Project JET and Workforce Development. These placements are one day a week for one year. Training is provided which can lead to a qualification in NVQ Level 1 in Business Admin or Social Care. One person is currently placed at AGE UK. Outside of the Council, Tower Project is commissioned by the Council to broker work placements. As at the end of Q1 we have 23 people with learning disabilities in paid employment (more than 4 hours but less than 16 hours per week). We are awaiting Q2 figures to come back from Tower Project JET, so this number should increase.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Provide high quality support and training to assist young people into sustainable employment	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R), Diana Warne (ESW), Andy Bamber (CLC)	31/03/2015	On target	78%	A snapshot of the Careers Service IYSS database for the 25th September 2014 shows we have assisted 537 young people (16-19 Tower Hamlets Residents) onto apprenticeships providing a mixture of Careers Guidance, mentoring, submission and placing support as well as aftercare to sustain placements.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Increase and improve the labour market information provided to young people, schools and parents, focusing on growth areas	Dianna Warne (ESW), Andy Scott (D&R)	31/07/2014 and quarterly	On target	50%	First Labour Market Information (LMI) report provided by Economic Development completed and handed over to Careers Service. So far developed: 1. An LMI overview for young people and their parents. 2. An LMI overview for teachers. 3. A PowerPoint presentation pack for use by teachers and careers advisers. 4. A specific sector overview dedicated to IT. A launch to all secondary schools is scheduled for November 2014 along with presentation packs for use by teaching staff in schools.
In partnership with TH EBP, develop a clear and high quality standard of work experience for young people in school for employers to sign up to	Dianna Warne (ESW)	30/09/2014	Complete	100%	Work experience JDs and expectations in place. Establishment of EBP 500 Club to provide 500 high quality work experience places Appointment of apprentice to Secondary Learning and Achievement team to have a role in liaising with schools, LA and EBP to identify types of WE required, monitor offer and take up.
Provide a minimum of 2 job fairs during the year for NEETs	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Provide a Level 2 Award in Leadership for 200 young people	Andy Bamber (CLC)	31/03/2015	On target	60%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Maximise local employment and economic benefits from the Council's procurement and planning processes	Deputy Mayor, Cllr Oliur Rahman Andy Scott (D&R)	31/03/2015	On target	50%	Work continues in partnership with Procurement. Referral of procuring contract managers for advice and support taking place regularly. There is still a need for interventions to take place at an earlier stage.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Introduce cross-Council coordination of reporting on employment and enterprise agenda	Andy Scott (D&R)	30/09/2014	Delayed	30%	Report approved by DMT but requires further development prior to CMT.
Review existing contracts list to identify and secure additional benefits	Andy Scott (D&R)	31/12/2014	On target	50%	Resources for this area of work are being established as part of a current savings and resources review.
Introduce coordinated processes to increase and capture opportunities from procurement and planning processes	Andy Scott (D&R)	31/03/2015	On target	50%	Resources for this area of work are being established as part of a current savings and resources review.

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Continue to embed London Living Wage as a requirement in contracts, throughout the Council's supply chain.	Chris Holme (RES)	31/03/2015	On target	80%	LLW Accreditation secured and work in underway to get LLW incorporated into all appropriate contracts.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Support English for Speakers of Other Languages (ESOL)	Cllr Gulam Robbani / Deputy Mayor, Cllr Oliur Rahman Shazia Hussain (CLC)	31/03/2015	On target	85%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop the performance framework to enhance monitoring arrangements for the uptake and performance of Idea Stores Learning ESOL provision	Shazia Hussain (CLC)	30/09/2014	Complete	100%	
Carry out a review of funding options for ESOL in the borough and implement a new structure for the delivery of a sustainable ESOL programme	Shazia Hussain (CLC)	31/12/2014	On target	70%	
Strategic Priority 2.3: Manage the impact of welfare reform on local residents and maximising incomes					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Implement the Welfare Reform Temporary Accommodation Support Fund	Cllr Rabina Khan Colin Cormack (D&R)	31/10/2014	Complete	100%	Fund likely to last now until 31/3/15
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Report on fund's 6-month spend, using this data to assess fund's likely duration and number of households involved	Colin Cormack (D&R)	30/04/2014	Complete	100%	Fund likely to last now until 31/3/15
Report on measures requiring adoption to prevent over-spend of fund	Colin Cormack (D&R)	30/06/2014	Complete	100%	Report scheduled.
Delivery of adopted measures for all capped households	Colin Cormack (D&R)	31/10/2014	Complete	100%	Existing measures adopted.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Optimise use of existing funding and maximise prospects for future funding	Mayor Lutfur Rahman Dave Clark (D&R)	30/03/2015	On target	40%	Overall, the activity is progressing however there are some delays. Decisions are currently pending on a roll-over of the current MSG Programme which is likely to extend some projects. The availability of funds that are currently used as 'Match' against European funding will offer options for future project funding proposals.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Refine and develop grant management systems to improve productivity, management information and effectiveness of contract compliance monitoring	Dave Clark (D&R)	30/09/2014	Delayed	20%	The MSG Programme has recently been audited and officers are currently in the process of producing a comprehensive Grant Officers' Manual setting out processes, procedures and arrangements for improving productivity, contract compliance & monitoring etc. The revised deadline for this activity is 31 December 2014. The Manual is being updated to take into consideration recommendations from the audit as well as any lessons learned following recent investigations.
Develop the Main Stream Grants future funding programme	Dave Clark (D&R)	31/03/2015	On target	20%	Consultation on the future MSG Programme is currently underway. A consultation event with representatives from approximately 50 Third Sector Organisations took place on 13 October. Further consultation activities and events are scheduled.
Launch round 3 of the European Social Fund community grants programme	Dave Clark (D&R)	31/03/2015	On target	80%	Scoring and evaluation panel meeting complete. Awaiting sign off from European Programme management unit at the GLA to finalise the awards.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Drive the ongoing partnership wide programme around welfare reform	Cllr Rabina Khan / Cllr Alibor Choudhury Louise Russell (LPG)	31/10/2014	On target	65%	Welfare Reform multi agency task group continues to meet bi monthly. Information updates for staff and residents on welfare reform provided throughout the year through briefings and information leaflets.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete research into impact of welfare reform on local people	Louise Russell (LPG)	31/07/2014	Complete	100%	
Increase supply of specialist welfare benefits advice provision to support residents affected by changes in welfare benefits.	Andy Scott (D&R)	31/08/2014	Delayed	50%	Project commissioned through full procurement process - 2 new welfare benefits contracts started in June 2014 and on target to provide specialist welfare benefits advice to 400 residents by June 2015. Additional pro bono and trainee solicitor project commenced in October 2014.
Develop proposals to respond to Local Support Services Framework	Louise Russell (LPG)	31/10/2014	Complete	100%	A Memorandum of Understanding has been signed with JCP and work is being progressed in line with the Integrated Employment Service.
Develop a partnership approach to promote digital inclusion including provision of free WIFI areas	Louise Russell (LPG), Andy Scott (D&R)	31/12/2014	On target	75%	A partnership working group has been set up, a draft action plan developed and a strategy is being prepared.
Take forward recommendations of welfare reform research	Louise Russell (LPG)	31/01/2015	Complete	100%	An action plan has been developed, agreed by Cabinet in October and key activity is being delivered.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support local businesses	Deputy Mayor, Cllr Oliur Rahman Andy Scott (D&R)	31/03/2015	On target	50%	Actions on target.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Interim report on 'fit to supply' provision	Andy Scott (D&R)	01/09/2014	Complete	100%	Complete
Increase local business database entries to 3500	Andy Scott (D&R)	30/09/2014	Complete	100%	Complete
Increase local business database entries to 7000	Andy Scott (D&R)	01/03/2015	On target	65%	
Develop forward plan for 'fit to supply' provision and business start-up initiatives	Andy Scott (D&R)	01/03/2015	On target	50%	Discussions ongoing and funding for delivery being explored.
Distribute 3 quarterly e-newsletters via Tower Hamlets business database	Andy Scott (D&R)	31/03/2015	On target	33%	First newsletter issued. Further newsletters planned for Q3 and Q4.
Deliver Business Forum event and three further targeted events	Andy Scott (D&R)	31/03/2015	On target	40%	Bethnal Green business forum event supported. Mayor's Business Forum event planned for 28 October.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work collaboratively across London to enhance investment and opportunity	Cllr Alibor Choudhury Andy Scott (D&R)	31/03/2015	On target	50%	Work ongoing
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Secure inward investment by delivering contractual arrangements with organisations across borough boundaries or external to the borough	Andy Scott (D&R)	30/09/2014	Complete	100%	Complete
Engage with, and promote the 6 Growth Boroughs unit, to bring benefits for Tower Hamlets	Andy Scott (D&R)	30/03/2015	On target	50%	Growth Borough Unit obtained agreement for a London FSF pilot. Project is still being discussed.
Engage with and develop appropriate proposals for growth alongside the emerging London Local Enterprise Panel	Andy Scott (D&R)	30/03/2015	On target	50%	European structural and investment fund (ESIF) timeframes have slipped again due to European Commission and Government Agreement. NHB proposals submitted to London Councils/GLA, PAN London package to be presented to LEP by Hackney CEO 29th October.

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<b>A Safe and Cohesive Community</b>					
Strategic Priority 3.1: Focus on crime and anti-social behaviour					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Deliver the partnership 'Violence Against Women & Girls' (VAWG) programme	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2015	On target	65%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>100%</b>	<b>Comments</b>
Develop and analyse new performance indicators to support the anti-VAWG partnership work of the Council	Andy Bamber (CLC)	30/04/2014	Complete	100%	
Ensure that female residents have continued access to in-borough provision of Rape Crisis Services (Advice, Counselling and Advocacy)	Andy Bamber (CLC)	30/04/2014	Complete	100%	
Implement a multi-agency strategic approach to training and awareness raising in the borough for existing (VAWG) professionals	Andy Bamber (CLC)	31/03/2015	On target	50%	
Develop a dedicated curriculum and VAWG training programme for young people in schools	Andy Bamber (CLC)	31/03/2015	On target	50%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Manage the night time economy	Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC)	31/03/2015	On target	60%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop an options paper for the implementation of Late Night Levies	Andy Bamber (CLC)	30/06/2014	Delayed	25%	Review with neighbouring authorities undertaken. A conversation with MOPAC on the 70:30 split of funding is outstanding.
Complete a detailed review of the costs and benefits of the adoption of early morning restriction orders	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Develop a community alcohol partnership scheme to reduce sales of high strength drinks	Andy Bamber (CLC)	31/03/2015	Complete	100%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
With our partners, deliver the Partnership Community Safety Plan	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2015	On target	50%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Complete the strategic review and equality analysis of Crime and ASB	Andy Bamber (CLC)	28/02/2015	On target	10%	
Annual review of the Community Safety Plan	Andy Bamber (CLC)	31/03/2015	On target	0%	
Ensure that the Integrated Offender Model is embedded within the Community Safety Partnership Plan	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Increase the number of hate crime pledges signed, and the number of reports made by hate crime third party reporting sites	Andy Bamber (CLC)	01/03/2015	On target	50%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Work with the Police and Mayor for London to maintain and improve enforcement, CCTV and deployment of local police to improve community safety, including deployment of a mobile police centre	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2015	On target	60%	

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Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement and embed a new ASB tasking and coordination process with the police for assigning community safety resources	Andy Bamber (CLC)	30/04/2014	Complete	100%	
Continue the commitment to provide additional uniformed Police presence through the continuation of funding for Partnership Task Force resources and 20 additional officers; 1 per Ward, maintaining the focus on the Dealer a Day programme.	Andy Bamber (CLC)	30/09/2014	Delayed	50%	The MTFP process delayed implementation. A meeting is scheduled with MOPAC and Police to agree content for 20 new police officers.
Launch a mobile Police centre so residents can report crimes and raise concerns face to face with police officers	Andy Bamber (CLC)	30/10/2014	Complete	100%	
Deliver 6 joint safer transport operations between April to December 2014	Andy Bamber (CLC)	31/12/2014	On target	75%	
Deliver 10 Joint Automatic Number Plate Recognition CCTV operations	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Strategic Priority 3.2: Reduce fear of crime					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the responsiveness and visibility of our ASB services	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2015	On target	87%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the new ASB 'Trigger' process in line with new legislation and MOPAC guidance	Andy Bamber (CLC)	31/10/2014	Complete	100%	
Revise ASB Landlords' policy and procedures and present them to Members	Jackie Odunoye (D&R)	31/10/2014	Delayed	75%	THH ASB policy and procedures have been revised and will be presented to the Lead Member in December 2014.
Review and refresh ASB Strategy to take into account new ASB legislation	Andy Bamber (CLC)	31/12/2014	On target	60%	
Commence ASB procedures review	Andy Bamber (CLC)	31/01/2015	Complete	100%	
Work with RSLs to develop and implement agreements for the provision of additional THEO resources to tackle estate based ASB	Andy Bamber (CLC)	31/03/2015	Complete	100%	
Strategic Priority 3.3: Foster greater community cohesion					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Celebrate our diversity with community events every month	Cllr Shafiqul Haque Shazia Hussain (CLC), Louise Russell (LPG)	31/03/2015	On target	85%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support and deliver 120 community events with an attendance of over 100	Shazia Hussain (CLC)	31/03/2015	On target	80%	
Deliver a programme of events which celebrate the diversity of the local community including:					
Black History Month	Louise Russell (LPG)	30/09/2014	Complete	100%	
Interfaith Week		30/11/2014	On track	75%	
International Day for Disabled People		31/12/2014	On track	75%	
LGBT History Month		20/02/2014	On track	75%	
International Women's Week		31/03/2015	On track	75%	

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Support the celebration of World Food Day on October 16th as part of the annual events programme.	Shazia Hussain (CLC)	31/12/2014	On target	25%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Mayor's One Tower Hamlets Fund scheme	Mayor Lutfur Rahman Louise Russell (LPG)	31/12/2014	On target	75%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete evaluation of 2014 One Tower Hamlets Fund and present to the Tower Hamlets Equalities Steering Group	Louise Russell (LPG)	31/10/2014	Delayed	75%	The start date of the projects were delayed, they are now due to conclude in December 2014. An interim report on progress to date will be provided to THESG.
Advertise One Tower Hamlets Fund	Louise Russell (LPG)	30/11/2014	On target	0%	The advert is scheduled for end of November.
Evaluate and award funding	Louise Russell (LPG)	31/12/2014	On target	0%	
<b>A Healthy and Supportive Community</b>					
Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop and implement a Women and Health employment programme focusing on the priority of Maternity and Early Years	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R)	31/03/2015	Delayed	44%	Programme developed and first cohort ready to be recruited. Marketing of vacancy on hold pending further discussions.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Introduce programme Steering Group monthly meetings	Somen Banerjee (Public Health)	30/06/2014	Complete	100%	This activity is complete and well established.
Recruit 100 women	Andy Scott (D&R)	31/01/2015	Delayed	25%	Programme developed and first cohort ready to be recruited. Marketing of vacancy on hold pending further discussions.
Ensure 100 training courses started	Andy Scott (D&R)	31/01/2015	Delayed	25%	Programme developed and first cohort ready to be recruited. Marketing of vacancy on hold pending further discussions.
Deliver 100 placements started	Andy Scott (D&R)	31/03/2015	Delayed	25%	Programme developed and first cohort ready to be recruited. Marketing of vacancy on hold pending further discussions.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support young people to live healthy lives	Cllr Gulam Robbani / Cllr Abdul Asad Anne Canning (ESW)	31/03/2015	On target	70%	This activity is progressing well with a number of milestones complete and others on track for successful completion



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Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure 90% of Tower Hamlets schools have registered with the GLA's Healthy Schools London Award Scheme	Anne Canning (ESW)	01/03/2015	Complete	100%	100% of Tower Hamlets schools have registered with the GLA's Healthy Schools London Award Scheme
Deliver healthy eating and physical activity training to 150 school staff	Anne Canning (ESW)	31/03/2015	On target	57%	85 school staff have received healthy eating and physical activity training as at end of September 2014
Provide healthy eating and physical activity support to 25 schools	Anne Canning (ESW)	31/03/2015	Complete	100%	36 schools have received support around healthy eating and physical activity - this is above target.
Support 15 schools to achieve Advanced Healthy School Status	Anne Canning (ESW)	31/03/2015	Complete	100%	25 schools are working towards achieving or maintaining Advanced Healthy Schools Status - this is above target.
Develop a new model of Tier 2 mental health support to schools, children's centres, colleges and youth services, in partnership with Tower Hamlets CCG	Anne Canning, Richard Fradgley (ESW)	31/03/2015	On target	75%	Currently developing a business case for the Tier 2 model - plans should be finalised by January 2015. Development of an outcomes based contract is underway as well as stakeholder engagement, with emphasis on children, young people and their parents, to help gather the evidence base.
Ensure the provision of focused contraception and sexual health services and the delivery of SRE in school and community settings	Somen Banerjee (Public Health)	31/03/2015	Complete	100%	This is complete and the service has been recommissioned.
Implement the CCG review of health support services for Looked After Children and increase the proportion of LAC attending health assessments and dental checks to 90%	Steve Liddicott (ESW)	31/03/2015	On target	50%	New procedures drafted and need to be signed off. Regular meetings with health partners are held to address ongoing issues.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Embed integrated governance arrangements through the Tower Hamlets Health and Wellbeing Board to maximise health and wellbeing outcomes	Mayor Lutfur Rahman / Cllr Abdul Asad Louise Russell (CE), Dorne Kanareck (ESW), Somen Banerjee (Public Health)	31/03/2015	On target	50%	This is tied to the function of the board and is an ongoing piece of the work. The milestones below have been embedded into the HWBB's work programme for 2014/15 and the board will continue to monitor progress.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Provide support in the embedding of the commissioned Healthwatch service	Louise Russell (CE), Dorne Kanareck (ESW)	31/03/2015	On target	50%	Ongoing. An SPP officer is supporting Healthwatch with their forward planning and work programme development.
Use the Tower Hamlets Health and Wellbeing Board meetings to track NHS proposals and changes that will impact Tower Hamlets residents and devise plans with health partners to mitigate adverse consequences	Dorne Kanareck (ESW)	31/03/2015	On target	50%	This is a core function of the HWBB. Currently Tower Hamlets CCG is reviewing the provision of health services in Tower Hamlets and East London as a whole, in partnership with neighbouring Boroughs. The board is receiving regular updates and will continue to monitor this piece of work.
Work with Tower Hamlets CCG to target the use of the Better Care Fund on preventative services that reduce unnecessary hospital admissions	Dorne Kanareck, Bozena Allen (ESW)	31/03/2015	On target	50%	The Better Care Fund (BCF) Plan was resubmitted to NHS England on the 19th September and is currently undergoing moderation. This piece of work is on target.
Deliver a programme of co-production with local residents initiated around type 2 diabetes and cardiovascular disease	Somen Banerjee (Public Health)	30/06/2014	Complete	100%	This programme of work is complete
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Use Public Health expertise within a Council and Partnership-wide approach to reduce health inequalities for all sections of the community	Mayor Lutfur Rahman, Cllr Abdul Asad Louise Russell (LPG), Somen Banerjee (Public Health), Andy Bamber (CLC)	31/03/2015	On target	80%	Public Health oversees the HWBB and the works with LPG on oversight of the delivery of the HWB Strategy. The refresh of the HWBS action plans (from November) provides a further opportunity to embed PH expertise across the council. The permanent DPH appointment is planned in December.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop, agree and implement a 'food for health' action plan	Andy Bamber (CLC)	31/07/2014	Complete	100%	Action Plan agreed with Public Health (the commissioners) and is being delivered



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Identify roles and responsibilities across the Council for Public Health Outcomes Framework indicators and align with JSNA and Health and Wellbeing Strategy	Louise Russell (LPG), Somen Banerjee (Public Health)	31/03/2015	On target	75%	Roles and responsibilities across the council (and partners) for all PHOF indicators have been identified. These are reflected in the Health and Wellbeing Strategy and will inform the refreshed action plan
Support 2900 people to quit smoking.	Somen Banerjee (Public Health)	31/03/2015	On target	50%	We await data for Q2 but are expecting at least 800 quits for end September (lagged quarterly data). Q1 was slightly below planned trajectory but we expect the Stoptober programme to boost quits
Tender and award Public Health commissioned services	Somen Banerjee (Public Health)	31/06/2014	Delayed	80%	Most services have now been tendered and awarded.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Invest in the borough's leisure facilities and playing pitches	Cllr Abdul Asad Shazia Hussain (CLC)	31/03/2015	On target	70%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Enhance existing provision including: replacing artificial turf (Stepney Green Park and John Orwell Sports Centre), resurfacing tennis courts (St. John's Park) and replacing floodlights (Stepney Green Park, St. John's Park and John Orwell Sports Centre)	Shazia Hussain (CLC)	31/03/2015	On target	95%	
Complete improvements at Victoria Park, including to changing rooms and cricket wickets	Shazia Hussain (CLC)	31/03/2015	On target	50%	
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Deliver free school meals for all primary pupils in the borough through supplementing the government's Universal Infant Free School Meals programme	Cllr Abdul Asad Kate Bingham (ESW)	31/07/2014	Complete	100%	Each pupil based in years Reception to Year 2 are now receiving a hot free school meal. This meets or exceeds the Government's nutritional and food based guidelines (as part of the Coalition Government's Universal Free School Scheme). In addition to the Government's scheme, all pupils in Years 3-6 are also receiving free school meals if they are not already entitled under the statutory scheme.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Assess catering staffing needs on school by school basis (J==	Kate Bingham (ESW)	31/07/2014	Complete	100%	Whilst initial staffing needs were assessed ahead of the start of the project, there will be a continuous review of staffing levels throughout the coming months.
Recruit additional staff through Skillsmatch=	Kate Bingham (ESW)	31/07/2014	Complete	100%	81 new staff were recruited. Not all are in post as yet as references and DBS checks are still being sought.
Publicise scheme to parents of all Primary children	Kate Bingham (ESW)	31/07/2014	Complete	100%	Letter was sent to all schools for onward distribution to all parents. Articles published in East End Life. The new menu for November 2014 will feature a parents pack which will explain the scheme again in detail.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Work with people with drug and alcohol dependencies to break the cycle of substance misuse	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2015	Overdue	60%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Review the commissioned services with Public Health, taking account of any significant variation in treatment outcomes for equality groups	Andy Bamber (CLC) / Somen Banerjee (Public Health)	31/05/2014	Complete	100%	Commissioned services were reviewed over 2013/14 for procurement in 2014/15
Complete Drug & Alcohol Service re-provisioning	Andy Bamber (CLC) / Somen Banerjee (Public Health)	31/01/2015	Overdue	20%	The specifications for tender have been completed. However, this milestone has been delayed. Ready to be advertised once budget signed off but this milestone is unlikely to be completed before year end.

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Strategic Priority 4.2: Enable people to live independently					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve support to Carers	Cllr Abdul Asad Bozena Allen / Dorne Kanareck (ESW)	31/03/2015	On target	55%	Most contracts have been reviewed and re-tendered. The 'carers break' contracts are outstanding. Some support- such as working closer with GPs and carers register - saw less progress as the carers plan implementation work streams were discontinued.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the commissioning actions within the Carers Three Year Plan – including improving access to employment for carers	Bozena Allen, Dorne Kanareck (ESW)	30/09/2014	Delayed	60%	Apart from the carers breaks expected to be in place by the end of the calendar year, all recommissioning has been completed with contracts starting 1 April 2014.
Review the introduction of carers' budgets to give carers control over the services they choose to receive in the context of the Care Bill	Bozena Allen, Dorne Kanareck (ESW)	31/03/2015	On target	50%	Carers one-off Direct Payments have been very successful in supporting carers to maintain their caring role. As an integral part of the Carers Act workstream, this workstream will be further developed.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the customer journey by embedding the principles of choice and control	Cllr Abdul Asad Bozena Allen / Dorne Kanareck (ESW)	31/03/2015	On target	80%	<ul style="list-style-type: none"> <li>The Adult Customer Journey was implemented approximately 2 years ago with the aims of improving access to services and offering increased choice and control in delivery of care services.</li> <li>There has been a significant drive and evidenced performance improvements in the uptake of personal budgets. See relevant milestone.</li> <li>The principle of 'choice and control' is in place and checked at assessments and reviews. An action plan is in place for Winterbourne actions and implemented at reviews. Outstanding reviews means that CLDS are not yet fully compliant with this action.</li> </ul>
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the implementation of the new 'Customer Journey' for the community learning disability service	Bozena Allen, Dorne Kanareck (ESW)	30/06/2014	Complete	100%	The customer journey is now live. The new journey process is beginning to increase efficiency by adhering to customer journey time scales. Customers are seen in a timely manner through the creation of a Front Door Team. Health staff are involved by providing a care coordination role. The Longer Term Support team are delivering improved outcomes as agreed by commissioner and the service.
Complete the refresh on the market position statement and approach to social care market locally in line with requirements of the Care and Support Bill	Bozena Allen, Dorne Kanareck (ESW)	31/07/2014	Delayed	90%	Final user acceptance testing expected to take place end of September and launch scheduled for late October 2014.
Launch the e-marketplace to enable people to purchase health and social care services over the internet	Bozena Allen, Dorne Kanareck (ESW)	30/09/2014	Delayed	90%	Final user acceptance testing in progress and launch scheduled for October 2014.
Implement phase 2 of the development of a Quality Standards Framework for non-regulated services	Bozena Allen, Dorne Kanareck (ESW)	30/12/2014	On target	80%	On target. Frameworks and materials developed for most categories, with others in progress.

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Review take-up of self directed and direct support in giving users control over the services they choose to receive	Bozena Allen, Dorne Kanareck (ESW)	31/03/2015	On target	75%	<ul style="list-style-type: none"> <li>An analysis of the underlying 2013/14 service user data has been carried out to understand how further improvement can be achieved for maximising the uptake of self directed support. An action has been devised which will seek to target areas where a change in approach or recording practice could lead to an improvement that would reach the current national target.</li> <li>The national target is 70%, reflecting the fact that certain service types within the indicator definition are not appropriate for delivery through self-directed support (e.g. "professional support" services offered to service users with mental health support needs). Both the London (67.5%) and national (62.1%) average for the 2013/14 period are below the 70% target.</li> <li>In 2013/14, 60% of adult social care service users (exc. carers) received self-directed support. Our current performance, for the rolling year ending September 2014, is 62.4% - so it should be noted that improvement has continued, though at a slower pace than previous years.</li> </ul>
Re-commission mental health services to improve their ability to enable people to live safe, independent and fulfilled lives in the community	Bozena Allen, Dorne Kanareck (ESW)	30/03/2015	On target	60%	Developing refreshed day opportunities and support services for adults of working age with mental health problems is underway. This project will ensure that Pritchards Road Day Centre and voluntary sector services currently commissioned by the Council and the CCG work well together and with statutory services to promote better access and recovery. This project is part of the Council's savings plans.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Enable personalised support for the borough's most vulnerable residents	Cllr Abdul Asad Bozena Allen / Dorne Kanareck (ESW)	31/03/2015	On target	75%	Activities are either complete or on track - see below for details.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Develop a strategic framework to address the issues of social inclusion and health and within this context review open access/prevention services including the Borough's network of lunch clubs and tea dance events.	Dorne Kanareck, Somen Banerjee (ESW)	31/12/2014	Complete	100%	A strategic review of lunchclubs has been undertaken, looking at the contribution they make to addressing social isolation, good health and wellbeing. The review looked at the spread across the borough and addresses areas of inequity. The approach has been endorsed by DMT and will now contribute to the Corporate Review of Mainstream Grants.
Create an equipment demonstration centre to support independence and wellbeing	Bozena Allen (ESW)	31/12/2014	On target	60%	<ul style="list-style-type: none"> <li>Pritchards Road site - the costings of conversion for this site to be a demonstration centre were estimated at £180k mark. LB of Hackney had originally been interested in jointly funding this venture which would have made the costings more tolerable. On further discussion with them around the terms of their financial input they withdrew, although are tentatively interested in other arrangements. Based on LBTH funding the entire scheme, and its high cost, the benefits of using this particular site were reconsidered and it was agreed that we should look at whether there were any other premises that would be more cost – effective to convert.</li> <li>Care takers house at the PDC on Bethnal Green Road has become vacant – this is considered as an alternative to Pritchards Road. This is located within the secure car park of the PDC so is not a property that could be converted to lease to a resident. It is a house on two levels which makes it more like the home environment that we were seeking but it does need some internal re organisation in terms of layout. Some of the premises management needs could be supported by the PDC and they are broadly agreeable to these at this stage. This is currently at the early stages of feasibility and will need costing.</li> </ul>

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Implement the strategy on the development of new supported accommodation for people with mental health needs who need high end support	Dorne Kanareck (ESW)	31/03/2015	On target	75%	<p>The HWBB approved the borough Mental Health Strategy in February 2014 and delivery of the strategy's commitments is currently underway.</p> <ul style="list-style-type: none"> <li>The final year of the Council and CCG's accommodation strategy for working age adults with a mental health problem, improving in-borough supported accommodation so that people can move from out of borough residential care. This project has a £1.6m savings attached to it as part of the Council's current savings plan</li> </ul>
Implement the Mental Health Strategy with emphasis on addressing mental health inequalities and establishing a life course approach to mental health	Dorne Kanareck (ESW)	31/03/2015	On target	75%	<ul style="list-style-type: none"> <li>Developing a new health and social care service model for children and young people with mental health problems. It is anticipated that a draft model will be complete by January 2015. This project will consider the most effective means of ensuring that mental health has a high profile, and is managed effectively, in schools. A pilot project is underway in Marners Primary School to establish a new, earlier and more effective way of responding to children at risk in successfully managing their forthcoming transition to secondary school in years 4 and 5.</li> </ul>
					<ul style="list-style-type: none"> <li>Developing primary care orientated, community based, mental health service for adults of working age and older people is also underway. This includes increasing the capacity of primary care based mental health services including social care for working age adults, and more integrated physical and mental health services for older people with complex health and social care problems at risk of going to hospital.</li> </ul>

Strategic Priority 4.3: Provide excellent primary and community care

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver integrated working between health and social care	Cllr Abdul Asad Dorne Kanareck / Bozena Allen (ESW)	31/03/2015	On target	75%	This piece of work is at the final stage; the drawing up of a section 75 agreement between the Council and Tower Hamlets CCG. This should be completed by Spring 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Work with health partners to establish the governance for the integrated care programme and agree the role of the local authority	Bozena Allen, Dorne Kanareck (ESW)	30/09/2014	Complete	100%	This was done in advance of submitting the BCF plans on the 19th September 2014.
Work with Tower Hamlets Health and Wellbeing Board members to implement an action plan on addressing housing as a wider social determinant of health	Bozena Allen, Dorne Kanareck (ESW)	30/09/2014	Complete	100%	The action plan has been fully implemented and the relationship between Health, Housing and Social Care is being taken forward alongside the Care Act Programme.
Agree Council Policy on integrated care pathways	Bozena Allen, Dorne Kanareck (ESW)	31/12/2014	On target	50%	Ongoing piece of work and is predominately tied in with the Better Care Fund implementation work and the drawing up of a section 75 agreement between the Council and Tower Hamlets CCG.
Utilise the Better Care Fund to provide integrated health and social care services to service users	Bozena Allen, Dorne Kanareck (ESW)	31/03/2015	On target	50%	Once again this is tied in with the drafting of a section 75 agreement between the Council and Tower Hamlets CCG. The deadline is the 1st April 2015.

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Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work together to protect vulnerable adults	Cllr Abdul Asad Bozena Allen(ESW)	31/03/2015	On target	80%	Activities either complete or on track for target delivery date.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Establish a working relationship between SAB and the HWBB; including the establishment of a written protocol	Bozena Allen(ESW)	30/09/2014	Complete	100%	A Protocol in support of the relationship between the Tower Hamlets Health and Wellbeing Board, the Tower Hamlets Local Safeguarding Children Board and the Tower Hamlets Local Safeguarding Adults Board was agreed at a HWBB meeting on 24th March 2014. This is published under Council and democracy section of the Council's website.
Continue to develop the Safeguarding Adults Board role in monitoring and reviewing the multi agency response to safeguarding vulnerable adults	Bozena Allen(ESW)	31/03/2015	On target	50%	Work continues to be ongoing through SAB's regular meetings, but will change once the Care Act final guidance is published.
Ensure local agencies comply with the Winterbourne Actions	Bozena Allen(ESW)	31/03/2015	On target	90%	Action is co-ordinated through the local Adult Social Care Pan-Provider Forum and review of cases. This is attended by public statutory bodies -LBTH and NHS commissioning staff - as well as other local providers of services.  The Council can advise where to apply Deprivation of Liberties Safeguards (DoLS) and 'Best Interest decisions'. So far, all Borough Homes have been contacted and DOLS explained to them. Future proactive work has been identified for those outside of London, where the service could start contacting LD homes regarding DOLS outside of LBTH. At present the priority is older people homes as these homes are the largest.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide proportionate support to vulnerable children and families	Cllr Gulam Robbani Steve Liddicott (ESW)	31/03/2015	Delayed	48%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the revised Public Law Outline and Court Work procedures to ensure that care proceedings take an average of 26 weeks	Steve Liddicott (ESW)	30/09/2014	Delayed	75%	The national Family Justice review revised the way the family courts work by simplifying it into a single court service. The local response was to set up the Court Work Project Board in 2013 to reduce the duration of our care proceedings. This Board has overseen the review of the family service through the revision of templates and reviewing procedures, with the object of increasing the quality of care proceeding applications and reducing the time. The practice change means that social work statements and the quality of 'live' evidence has improved the depth of social work practice through a social work culture change programme. The performance of care cases that are at risk of being delayed or are delayed is managed with other partners such as CAFCASS, the judiciary and the court case management system.  Materials have been developed to improve children representation and participation in the court process. Internally, a project social worker and the legal team track delays in performance on a monthly basis, and check accuracy, and this is presented to the Project Board on a bi-monthly basis for performance monitoring.  In Oct 2014, the length of time that care proceedings takes is down to 30 weeks.

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Implement the use of the Signs of Safety tools across all agencies to ensure that an effective risk analysis is made to enable families to receive proportionate support at an early stage	Steve Liddicott (ESW)	30/09/2014	Delayed	50%	Tower Hamlets, together with seven other local authorities and Eileen Munro (through Munro, Turnell and Murphy Child Protection Consulting) has been successful in a bid to the DfE Innovations Fund to take forward the implementation of the Signs of Safety Practice Framework.  Signs of Safety steering group overseas project implementation. Two health and nine social care staff completed a five day residential training programme to champion practice improvements. Signs of Safety grant bid was successful to support whole systems implementation.
Complete the evaluation of the impact of the Tower Hamlets Multi-Agency Safeguarding Hub (MASH) and the impact of using the thresholds identified in the revised Family Wellbeing Model	Steve Liddicott (ESW)	31/12/2014	On target	30%	An evaluation has been undertaken, but is not completed as yet. There was a considerable delay in implementing the new contact / referral episode and the Mash episode which has held up implementation. There needs to be further discussion about the evaluation and it may be that it needs to be undertaken again with a revised and more focused evaluation plan which also covers the impact of using the thresholds identified in the revised Family Wellbeing Model. This is therefore an ongoing piece of work.
Implement the recommendations from the Children with Disabilities Joint Strategic Needs Assessment	Steve Liddicott (ESW)	31/03/2015	On target	50%	Actions reported through governance structures, with progress on transition into adulthood (handbook), outdoor play facilities, CCNT training post to improve short breaks for CWD with continuing care needs, continence service launch and housing allocation for high need cases. CAMHS review is addressing LD needs.
Integrate the learning from the Troubled Families Programme into Service Plans for 2014/15 to achieve one or both of the following outcomes: social work assessments and plans to include evidence that wider family needs had been considered eg. community or environmental factors; a reduction in the number of different professionals working with families through collective responsibility to meet the needs of children	Steve Liddicott (ESW)	31/03/2015	On target	30%	On track for target delivery.
Develop a Gangs strategy to keep our young people away from gang culture	Steve Liddicott (ESW)	31/03/2015	On target	50%	The work on developing the Gangs Strategy is currently in progress. A position paper has been drafted highlighting what and how services are being offered to young people who are at risk of gang involvement and serious youth violence.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Introduce improvements to the adoption system	Cllr Gulam Robbani Steve Liddicott (ESW)	31/03/2015	On target	50%	Milestones on course to be delivered as per target date
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Reduce the number of children awaiting permanent adoption through adoption, special guardianship or long-term fostering	Steve Liddicott (ESW)	31/03/2015	On target	50%	A monitoring process was recently begun where the Council is working with the East London Family Court Service to reduce the duration of care proceedings through case tracking and monthly monitoring.
Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign	Steve Liddicott (ESW)	31/03/2015	On target	50%	LBTH is an active member of the pan- London recruitment of adopters campaign. The service is awaiting approval for the go-ahead with its financial contribution to fund national adverts through media such BBC London and ITV.
Reduce the average number of days between Tower Hamlets receiving court authority to place a child for adoption and then deciding on a match to an adoptive family to less than 100 days	Steve Liddicott (ESW)	31/03/2015	On target	45%	Work is underway to reduce the average number of days in matching a child to an adopter. There are a number of events planned to promote and match children to potential adopters. Events taking place for children in Oct and Nov are a) 6th Oct : Adoption Register Exchange Event in London; b) 1st Nov: Adoption Activity Day in London; c) 3rd Dec: Consortium Exchange Event in Stratford



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<b>One Tower Hamlets</b>					
Strategic Priority 5.1: Reduce inequalities					
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Employ a workforce that fully reflects the community it serves	Deputy Mayor, Cllr Oliur Rahman Simon Kilbey (RES)	31/03/2015	On target	50%	The WFTRC action plan is embedded within the organisation and is reviewed on a quarterly basis.
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Deliver on the Workforce to Reflect the Community targets	Simon Kilbey (RES)	31/03/2015	On target	50%	Q2 assessment of achievements against targets has been analysed.
Introduce the 'Take a Chance Scheme' new recruitment initiative	Simon Kilbey (RES)	31/03/2015	Complete	100%	Scheme has been introduced.
Support the Navigate programme with progression or development for 50% of participants, encouraging participation from all groups to reflect the workforce	Simon Kilbey (RES)	31/03/2015	On target	50%	Q2 report will be presented to People Board in November
Support 50 apprentices in vocational training by identifying placements across directorates, encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2015	On target	25%	Recruitment of the next cohort of apprenticeships will be undertaken in Q3
Increase the proportion of temporary workers resourced from the local community by utilising Tower Hamlets in-house temporary resourcing service (ITRES) and encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2015	On target	50%	This milestone is on track
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Double the number of pre apprenticeships at the Council for disabled residents from 10 to 20 each year	Deputy Mayor, Cllr Oliur Rahman Simon Kilbey (RES)	31/03/2015	On target	25%	Recruitment of the next cohort of pre apprenticeships will be undertaken in Q3
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Two recruitment campaigns to take place on an annual basis for disabled residents to support them into employment or vocational studies	Simon Kilbey (RES)	31/03/2015	On target	25%	Recruitment of the next cohort of pre apprenticeships has been discussed and will be undertaken in Q3
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Coordinate and support the implementation of the recommendations arising from the Tower Hamlets Fairness Commission	Mayor Lutfur Rahman Louise Russell (LPG)	31/12/2014	Complete	100%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Council response to the Fairness Commission recommendations presented at Cabinet	Louise Russell (LPG)	30/04/2014	Complete	100%	
Progress report on implementation of the Fairness Commission recommendations presented at Cabinet	Louise Russell (LPG)	31/12/2014	Complete	100%	Completed ahead of schedule - due to November Cabinet.
<b>Activity</b>	<b>Lead Member, Lead Officer and Directorate</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Refresh our strategies around diversity and cohesion	Mayor Lutfur Rahman Louise Russell (LPG)	31/12/2014	On target	60%	
<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Report on response of recommendations of the EFLG to CMT	Louise Russell (LPG)	30/09/2014	Delayed	75%	Meeting schedule did not allow reporting until December Cabinet - now on track.
Review of our cohesion and equality strategies to CMT	Louise Russell (LPG)	31/03/2015	On target	50%	Initial scoping work underway.



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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Ensure that 'Every Voice Matters'	Cllr Aminur Khan Louise Russell (LPG)	31/03/2015	On target	80%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Identify areas where disabled people will be involved in co-designing responses to areas of inequality for disabled people agreed through the Local Voices work programme	Louise Russell (LPG)	30/04/2014	Complete	100%	Through the Local Voices Steering Group. Three areas have been identified for 2014: 'getting out and about', social care, and welfare reform.
Present Local Voices progress report to Tower Hamlets Equalities Steering Group	Louise Russell (LPG)	31/03/2015	On target	75%	
Refresh mechanisms for involving local LGBT residents in the design, delivery and scrutiny of local services	Louise Russell (LPG)	31/03/2014	On target	75%	
Review mechanisms for involving local faith communities	Louise Russell (LPG)	31/03/2014	On target	75%	
Strategic Priority 5.2: Work efficiently and effectively as One Council					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with managers to improve and reduce staff sickness absence	Cllr Alibor Choudhury Simon Kilbey (RES)	31/03/2015	On target	50%	Ongoing, although there has been a recent rise in the average sickness figure, however HR are supporting those managers in areas of high sickness to support them in taking appropriate action
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure that Directorate People Panels (DPPs) meet monthly to effectively review absence data	Simon Kilbey (RES)	31/03/2015	On target	50%	Each directorate has regular panel meetings which discuss absence data and provides support to managers in areas where sickness levels are high.
Support managers to review staff sickness absence statistics in conjunction with HR business partners and begin taking formal action under the policy	Simon Kilbey (RES)	31/03/2015	On target	50%	Business Partners meet regularly with managers to discuss progress of sickness cases to support managers in taking appropriate and timely action in line with the managing sickness absence procedure.
Work with the People Board Operations group to identify specific actions to support managers in areas of high sickness absence to ensure best practice is shared	Simon Kilbey (RES)	31/03/2015	On target	50%	The People Board Operations regularly scrutinises sickness performance and looks at ways to support managers in areas where sickness is high, to ensure best practice is shared.
Monitor and support managers to access the HR self service to record sickness absence data and take appropriate action	Simon Kilbey (RES)	31/03/2015	On target	50%	HR have been supporting managers to access sickness reports on their staff via HR self service and business objects.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the strategic ICT partnership	Cllr Alibor Choudhury Shirley Hamilton (RES)	31/03/2015	On target		
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop and publish a 3 year ICT Strategy (2015-2018) and Strategic Implementation Plan agreed by the Strategic Partnership Board	Shirley Hamilton (RES)	31/03/2015	On target	80%	Strategy completed in draft, consultation carried out, amended as a result. Strategy to go to next Strategic Partnership Board for approval.
Stabilise the Council's ICT environment working in conjunction with Agilisys, fully embedding the VDI system and any future migration	Shirley Hamilton (RES)	31/03/2015	On target		Recent ICT outages have shown the need for escalation on these matters with senior Agilisys Execs. This following a period of increased stability which has not been maintained. There have been 2 days service outage within the financial year.
Ensure compliance with the new national PSN ICT security requirements and minimise disruption to Council services	Shirley Hamilton (RES)	31/03/2015	On target	80%	2014 submission made in time, awaiting results.

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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve revenue collection	Cllr Alibor Choudhury Roger Jones (RES)	31/03/2015	On target	50%	On target to increase yields for 2015/16
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Optimisation Programme that will focus on improving collection of debt, data management and managing growth with improved yield from the rate base and tax base	Roger Jones	31/03/2015	On target	50%	A procurement exercise is underway to appoint suppliers for Ratebase Management and a Proof of Concept being written for data management across data streams
Implement the Council Tax Discount award scheme, to support low income households who are entitled to partial council tax support	Roger Jones	31/05/2014	Delayed	95%	A majority of those entitled to this discount have now received it.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop Progressive Partnerships to further the Mayor's social objectives	Cllr Alibor Choudhury Zamil Ahmed (RES)	31/03/2015	On target	50%	Business Charter to be announced at Mayor's Business Forum event on 28 October.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Introduce smarter sourcing practices to support SMEs, deliver savings and increase compliance	Zamil Ahmed (RES)	31/03/2015	On target	60%	Detailed procurement expenditure analysis has been completed for 13/14 and 14/15. Spend is monitored and reported quarterly to identify opportunities for SMEs, collaboration and cross-directorate savings opportunities. A number of cross directorate procurement projects are underway as parts of the service challenge programme. Directorate Procurement Dashboards has been developed to increase transparency and drive compliance.
Launch the local supply chain initiatives to stimulate the local economy	Zamil Ahmed (RES)	31/03/2015	On target	40%	Analysis of local supply base has been completed and a targeted campaign is planned to get local suppliers registered onto the portal. Financial requirements have been reviewed to allow greater engagement of SMEs and procurement training workshops has been held for third sector organisations.
Promote ethical sourcing and sustainability: aim to achieve WWF Silver Status for the purchasing of sustainable timber products	Zamil Ahmed (RES)	31/03/2015	On target	50%	London Living Wage Accreditation has been attained and work is underway to progress the WWF Sustainable Timber Silver Status
Develop a 'Business Charter' for Tower Hamlets through which local businesses commit to 'buy local, employ local, support local'	Andy Scott (D&R)	31/03/2015	On target	50%	Business Charter to be announced at Mayor's Business Forum event on 28 October.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve customer satisfaction and value for money	Cllr Alibor Choudhury Keith Paulin (RES)	31/03/2015	On target	50%	See milestone comments below, delays in implementing parking permits on line have impacted on progress.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop improved transparency and reporting mechanisms in line with the Code of Recommended Practice on Data Transparency & Local Audit & Accountability Bill	Kevin Miles (RES)	31/12/2014	On target	50%	Corporate finance has referred the required items to be published to the appropriate Council departments (Parking, Property, HR and Internal audit). It should be possible for those departments to have most of the information ready by the end of December. There is, however, a large amount of property information required which will be difficult to collate.
Improve customer satisfaction levels with reduced budget	Keith Paulin (RES)	31/03/2015	On target	50%	Customer satisfaction shows year-on-year improvement for Q1 (up from 89.55% in 13/14 to 91.31% in current year) and Q2 (up from 89.34% to 89.39%).
Develop self-service online options to reduce demand and cost, including implementing an online process for housing benefits and parking permits	Keith Paulin (RES)	31/03/2015	Overdue	25%	Benefits self-service telephony in place but implementation of on-line parking permit applications by CLC/P&MS delayed to Q3, which will have an impact on delivery.
Develop methods of measuring satisfaction with automated/online services	Keith Paulin (RES)	31/03/2015	Complete	100%	Satisfaction survey for self-service customers now in place and being monitored.

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Monitor how staff are dealing with customers and provide training where appropriate	Keith Paulin (RES)	31/03/2015	On target	50%	Bespoke in-house training on customer service delivered to OSS in Q2. Planned delivery of training to THCC in Q4. Quality monitoring and mystery shopping in place. For One Stop Shops, independent mystery shoppers carry out two rounds of assessments per year (July/February), each round comprising 40 visits. For Contact Centre, team leaders listen to five recorded calls per adviser every two months, feeding back results to each adviser and focussing on improving poorer performers.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Make better use of our buildings and other public assets	Cllr Alibor Choudhury Ann Sutcliffe (D&R)	31/03/2015	Overdue	50%	Delays in implementing the Corporate Landlord Model, set out below, have had a consequent impact upon other milestones within the activity.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Corporate Landlord Model	Ann Sutcliffe (D&R)	30/04/2014	Overdue	50%	A project board meeting has been held to identify project blockages and agree a timescale for transfer of roles and budget/people allocations. The implementation of the CLM is now scheduled for 01/04/2015 following the transfer of resource allocations.
Renew Asset Strategy	Ann Sutcliffe (D&R)	31/05/2014	Overdue	50%	Delays in implementing the Corporate Landlord Model, set out above, have had a consequent impact upon the revision of the Asset Strategy, This is now anticipated to be revised and approved by 01/07/2015.
Commence work on Civic Centre	Ann Sutcliffe (D&R)	30/06/2014	Overdue	75%	Purchase of the site from NHS Barts has yet to complete due to delays on their side. Works on the site are now estimated to commence in Dec 2016.
Implement client / provider structure	Ann Sutcliffe (D&R)	30/09/2014	Overdue	50%	Delays in implementing the Corporate Landlord Model, set out above, have had a consequent impact upon the operational milestone of implementing the client / provider structure to deliver the model. This is now anticipated to be delivered by 01/08/2015.
Commence disposal strategy of surplus assets	Ann Sutcliffe (D&R)	30/09/2014	Overdue	50%	Cabinet approved disposal programme is an intended work stream flowing from the approved/adopted corporate asset strategy which has yet to be ratified. The delivery method for funding the new civic centre from asset disposals has also yet to be agreed. It is anticipated that disposals will commence upon ratification of the revised Asset strategy c. 31/06/15.
Commence soft market testing on procurement options for Civic Centre	Ann Sutcliffe (D&R)	30/09/2014	Overdue	50%	Work on the site is expected to commence in December 2016. This has slipped due to lack of agreement on procurement and delivery team - e.g. how best to procure and deliver the project
Ensure the impact on the statutory provision of childcare places is considered in the development of the Council's asset strategy	Ann Sutcliffe (D&R)	30/09/2014	Overdue	50%	The statutory provision of childcare places will be considered as part of the refreshed Asset Strategy. However, the development of this document is delayed due to slippage on the Corporate Landlord Model. It is anticipated this milestone will be complete by 31/06/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Tackle misuse of public assets and generate income from pro-active anti-fraud work	Cllr Alibor Choudhury Minesh Jani (RES)	01/03/2015	On target	60%	We have received income from Poplar Harca and have made a submission to DCLG for funding on fraud work.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Recover 40 social housing properties used fraudulently	Minesh Jani (RES)	31/03/2015	On target	70%	
Achieve 160 sanctions and prosecute 40 cases of housing benefit fraud	Minesh Jani (RES)	31/03/2015	On target	50%	
Develop pro-active fraud awareness campaign - focusing on reporting and data matching between services in the Council	Minesh Jani (RES)	01/03/2015	On target	30%	Data matching activities have been put in place, although further work is necessary to develop and roll out a pro-active fraud awareness campaign. This will be given greater focus over autumn.
Roll out e-learning modules to all staff, including on the Bribery Act 2010	Minesh Jani (RES)	01/03/2015	On target	90%	E-learning module developed and tested. Roll out will be carried out by end of the year.

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Deliver the internal audit plan to ensure key strategic risks are adequately evaluated	Minesh Jani (RES)	01/03/2015	On target	40%	The internal audit plan will be refreshed in Noemberv 2014 and arrangements are in place to sustainably deliver the plan.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Prioritise frontline services whilst delivering the Council's budget strategy during a period of declining resources	Cllr Alibor Choudhury Chris Holme, Richard Lungley and John Jones (RES)	30/11/2014	On target	90%	The MTFP is being developed in line with agreed principles, which prioritise front line services whilst delivering a leaner and more efficient back office.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a package of deliverable efficiency opportunities to ensure a balanced budget for 2015/16	Chris Holme (RES)	30/09/2014	Complete	100%	The Budget Star chamber process has identified a package of proposals that will be reported to Cabinet in December. There is a high confidence level that a balanced budget can be delivered for 2015/16 based on current programme monitoring.
Review economic growth opportunities and their implication for the Council's medium term financial strategy to 2018	Richard Lungley and John Jones (RES)	30/09/2014	Complete	100%	Economic growth prospects have been remodelled, and the result of the review will be analysed in the MTFP report to Cabinet in December. Generally, there will be a positive impact on the resource base of the Council.
Maintain strong and effective financial management and control, supported by ongoing budget manager training	Richard Lungley and John Jones (RES)	30/11/2014	Complete	100%	Training has been commissioned and delivered during the year, and the Council is not currently reporting any major variations to its overall financial position.