

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

A Great Place to Live		
Strategic Priority 1.1: Provide good quality affordable housing		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase the availability of affordable housing including family sized housing	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Prepare proposals and plans with developing RPs to agree the number, location, size and timing of their schemes	Jackie Odunoye (D&R)	30/09/2015
Ensure that each planning application has as close to a policy compliant offer of affordable family sized homes	Jackie Odunoye (D&R)	31/03/2016
Meet quarterly with the GLA to discuss progress on grant funded schemes and future bids by RPs/developers in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2016
Participate at the East London Housing Partnership Chief Officer Group and the Housing Directors Meeting at London Councils	Jackie Odunoye (D&R)	31/03/2016
Support RPs grant applications to the GLA ensuring that quantum of family homes is maximised and rents are affordable	Jackie Odunoye (D&R)	31/03/2016
Work with RPs and Planning to increase the number of wheelchair accessible homes including large family sized housing as part of Project 120	Jackie Odunoye (D&R)	31/03/2016
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)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Plan effectively to deliver high volumes of affordable housing and funding for infrastructure (including provision for education)	Cllr Rabina Khan, Cllr Rofique Ahmed, Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Adopt the South Quay Masterplan as a Strategic Planning Document	Owen Whalley (D&R)	30/06/2015
Include policy reference to the safeguarding and provision of facilities for early years learning within the Local Plan	Owen Whalley (D&R)	31/03/2016
Present report to DMT reviewing options for securing funding through the planning process for early years learning infrastructure/space	Owen Whalley (D&R)	31/03/2016

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Update the planning process, work with developers and RPs to secure new affordable homes at rental levels which are genuinely affordable for those in housing need in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2016
Prepare, make (with Mayoral sign-off) and co-ordinate CPOs to facilitate land assembly for major regeneration by RSL partners (for the delivery of new homes - across all tenures, a new school, new retail /commercial and community facilities)	Jackie Odunoye (D&R)	31/03/2016
City Pride / Island Point: subject to Mayoral approval, implement Town and Country Planning Act 1990 powers (s227, 233, 237) to close down rights of light to enable approved regeneration schemes; review requests from other developers	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support regeneration at Blackwall Reach and the Ocean Estate	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Blackwall Reach (BR) disposal of 1-104 Robin Hood Gardens and 1-22 Anderson House to Swan	Jackie Odunoye (D&R)	31/12/2015
BR - decant of council tenants and resident homeowners to 98 new affordable homes in Phase 1a	Jackie Odunoye (D&R)	31/12/2015
BR - CPO confirmation and vesting for land assembly to facilitate Phases 1b and 2 of regeneration	Jackie Odunoye (D&R)	31/12/2015
BR - start on site of 245 homes in Phase 1b	Jackie Odunoye (D&R)	31/03/2016
BR - submission of reserved matters planning application to enable demolition and start on site of 239 new homes for development of Phase 2	Jackie Odunoye (D&R)	31/03/2016
Ocean Regeneration Legacy Management (ORLM) - full fit-out and letting of 16 new retail units on Ben Johnson Rd	Jackie Odunoye (D&R)	31/03/2016
ORLM - all refurbishment contract end of year defects resolved and defect liabilities novated to THH	Jackie Odunoye (D&R)	31/03/2016
Ocean Site H - ensure smooth delivery of Phase 2 Ocean regeneration, delivering 225 new homes (50% affordable housing)	Jackie Odunoye (D&R)	31/03/2016
Ocean Site H - ensure all legal and onsite matters resolved within first year of construction	Jackie Odunoye (D&R)	31/03/2016
Ocean Site H - monitoring of the development process and expected overage payments required during the two year build programme	Jackie Odunoye (D&R)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver a programme of new build Council housing	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Practical completion of Bradwell Street garages to deliver 12 units	Jackie Odunoye (D&R)	30/06/2015
Start on site of Ashington House to deliver 53 units	Jackie Odunoye (D&R)	30/06/2015
Start on site of 7 Right to Buy units	Jackie Odunoye (D&R)	30/09/2015
Practical completion of 6 houses for Batch B Extensions Programme	Jackie Odunoye (D&R)	30/09/2015
Start on site of 25 units for Batch C Extensions Programme	Jackie Odunoye (D&R)	30/09/2015
Schemes to Planning Committee for Hereford to deliver 54 units, Locksley to deliver 78 units, Baroness to deliver 22 units and Jubilee to deliver 26 units	Jackie Odunoye (D&R)	31/10/2015
Start on site for schemes - Hereford, Locksley, Baroness and Jubilee	Jackie Odunoye (D&R)	31/01/2016
Decision on establishment of Wholly Owned Company (WOC)	Jackie Odunoye (D&R)	31/01/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase the pace of regeneration in Poplar	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Develop draft Ailsa Street Masterplan for Member approval to take to consultation	Owen Whalley (D&R)	30/06/2015
Adopt the Ailsa Street Masterplan as a Strategic Planning Document	Owen Whalley (D&R)	30/09/2015
Assist in the development of a governance structure to support the delivery of the Poplar Riverside Housing Zone if GLA agrees to support the Housing Zone	Jackie Odunoye (D&R)	30/04/2015

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver housing, a leisure centre and community facilities at Poplar Baths / Dame Colett House	Cllr Rabina Khan Ann Sutcliffe (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Review of progress against programme targets via meetings scheduled with the developer, including clients departments (CLC & THH)	Ann Sutcliffe (D&R)	31/03/2016
Delivery of leisure centre - mobilisation process commencement	Ann Sutcliffe (D&R)	31/07/2015
Delivery of a new youth / community centre - mobilisation process commencement	Ann Sutcliffe (D&R)	31/07/2015
First phase of housing completions - Hand over protocol to be determined to manage snagging, defects and lettings with housing allocations	Ann Sutcliffe (D&R)	31/07/2015
Open youth / community facilities - Hand over protocol to be determined, building inspection and commissioning of building	Ann Sutcliffe (D&R)	30/09/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Seek to mitigate homelessness and improve housing options	Cllr Rabina Khan Jackie Odunoye, Colin Cormack (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Produce draft plan for possible interventions in the private rented sector for internal consultation, consult externally and present findings to Cabinet as appropriate	Jackie Odunoye (D&R)	30/05/2015
Deliver the service change specification for an enhanced Housing Options Service as defined by the No Wrong Door project	Colin Cormack (D&R)	31/05/2015
Quarterly reporting to DMT on performance against published Homelessness Statement Action Plan	Colin Cormack (D&R)	31/03/2016
In partnership with CLC take forward to consultation the proposed pilot private sector licensing scheme	Jackie Odunoye (D&R)	31/03/2016
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	Jackie Odunoye (D&R)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Watts Grove project to time and within budget	Cllr Rabina Khan, Ann Sutcliffe (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Complete asbestos removal	Ann Sutcliffe (D&R)	30/06/2015
Complete demolitions (with exception of telecommunications mast)	Ann Sutcliffe (D&R)	31/08/2015
Telecommunications mast decommissioned and temporary location agreed	Ann Sutcliffe (D&R)	30/09/2015
Complete substructure	Ann Sutcliffe (D&R)	29/02/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Hold a referendum on the future of Tower Hamlets Homes	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Report to Cabinet	Jackie Odunoye (D&R)	30/04/2015 TBC
Procurement of external independent contractor to organise and conduct referendum (possibly with simultaneous procurement of Independent Tenant Advisor)	Jackie Odunoye (D&R)	31/05/2015 TBC
Ballot period	Jackie Odunoye (D&R)	31/08/2015 TBC
Referendum consultation period - statutory three months (taking account of Ramadan)	Jackie Odunoye (D&R)	30/09/2015 TBC
Report referendum results	Jackie Odunoye (D&R)	30/09/2015 TBC
Prepare Action Plan to implement outcomes from referendum	Jackie Odunoye (D&R)	31/10/2015 TBC

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Strategic Priority 1.2: Maintain and improve the quality of housing		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Reduce the number of Council homes that fall below a decent standard	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Commence Year 5 Decent Homes (DH) Programme using DHs contractors	Jackie Odunoye (D&R)	30/04/2015
Ensure delivery of local community benefits targets	Jackie Odunoye (D&R)	31/03/2016
Ensure the Official Journal of European Union limit for the Decent Homes Framework is not exceeded	Jackie Odunoye (D&R)	31/03/2016
Make 917 homes decent	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve the quality of housing services	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure all outstanding partners with an applicable development programme are briefed/updated on progress of Project 120 and asked to confirm their participation	Jackie Odunoye (D&R)	30/06/2015
Complete audits of leaseholder service charges and implement recommendations	Jackie Odunoye (D&R)	31/10/2015
Examine options for leaseholder dispute resolution	Jackie Odunoye (D&R)	31/10/2015
Develop and agree leaseholders engagement strategy	Jackie Odunoye (D&R)	31/12/2015
Implement leaseholders engagement strategy	Jackie Odunoye (D&R)	31/03/2016
Agree and monitor the Tenant Federation Action Plan and provide appropriate support for their 'Cards on the Table' scrutiny activities	Jackie Odunoye (D&R)	31/03/2016
Work with Tower Hamlets Housing Forum Executive and Sub Groups on a range of service delivery and improvement issues	Jackie Odunoye (D&R)	31/03/2016
Develop an overarching housing strategy to cover all tenures of housing, homelessness and lettings	Jackie Odunoye (D&R)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Identify and target sub-standard homes through the introduction of a landlord licensing scheme	Cllr Rabina Khan / Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC)	31/12/2016
Milestone	Lead Officer	Deadline
Complete a review of the housing consultancy statistical analysis including identification of anti-social behaviour links	Andy Bamber	28/02/2015
Statutory consultation plan on the licensing of private landlord proposals developed and approved	Andy Bamber	31/07/2015
Complete consultation and resulting final licensing proposals presented for Cabinet approval	Andy Bamber	31/12/2015
Complete a review of the licensing arrangements for Houses of Multiple Occupation (HMOs)	Andy Bamber	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Offer affordable fuel options through Tower Hamlets Energy Community Power (Energy Cooperative)	Cllr Rabina Khan / Cllr Alibor Choudhury Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Refresh and update the Fuel Poverty Strategy	Jackie Odunoye (D&R)	30/09/2015
Continue with the Home Energy Efficiency Programme offering one to one tailored advice to residents focused on those at risk of fuel poverty including vulnerable residents and over 75s	Jackie Odunoye (D&R)	31/03/2016
Identify and deliver domestic energy efficiency projects funded through the Carbon Mitigation Fund	Jackie Odunoye (D&R)	31/03/2016
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)	31/03/2016

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Strategic Priority 1.3: Improve the local environment and public realm		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Progress the Carbon Reduction Plan for Council buildings	Cllr Alibor Choudhury / Cllr Shahed Ali Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Submit Carbon Reduction Commitment reporting to Environment Agency	Jackie Odunoye (D&R)	31/07/2015
Cabinet approval of the Carbon Mitigation Fund Strategy and Guidance	Jackie Odunoye (D&R)	30/09/2015
Submit Green House Gas Emissions reporting to Department of Energy and Climate Change	Jackie Odunoye (D&R)	30/09/2015
Agree outline delivery strategy and projects to be delivered by the Carbon Mitigation Fund on Council owned operational buildings	Jackie Odunoye (D&R)	31/12/2015
Refresh and update the Carbon Management Plan for 2016-2020	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Council's Conservation Strategy	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Complete the borough-wide Tree Preservation Orders (TPO) survey	Owen Whalley (D&R)	31/08/2015
Revise Local List	Owen Whalley (D&R)	31/03/2016
Deliver recommendations of the O&S committee report on family housing	Owen Whalley (D&R)	31/03/2016
Reduce the number of buildings on the English Heritage buildings at risk register for Tower Hamlets	Owen Whalley (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Enhance and protect the borough's biodiversity providing residents access to nature	Cllr Rabina Khan Jackie Odunoye (D&R)	31/03/2016
Milestone	Lead Officer	Deadline

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Implement the Local Biodiversity Action Plan and produce an annual report on progress and achievements	Jackie Odunoye (D&R)	31/03/2016
Provide 1000 packets of wildflower seeds free to residents, community groups and schools	Jackie Odunoye (D&R)	31/03/2016
Create a kingfisher nesting bank in Victoria Park	Jackie Odunoye (D&R)	31/06/2015
Ensure that all major developments deliver biodiversity enhancements which contribute to LBAP targets	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Introduce a borough wide vehicle anti-idling regime in order to protect and improve the local environment	Cllr Shahed Ali Andy Bamber, Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Complete the Tower Bridge anti-idling trial and publish the results	Andy Bamber (CLC)	30/09/2015
Roll out anti-idling project roll out to borough hot-spots	Andy Bamber (CLC)	31/12/2015
Implement whole borough anti-idling declaration and programme	Andy Bamber (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement and promote awareness of a borough wide 20mph limit	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Implement the borough wide 20mph limit	Jamie Blake (CLC)	31/07/2015
Prepare and deliver a public awareness campaign	Jamie Blake (CLC)	31/03/2016
Three awareness initiatives completed by September 2015	Jamie Blake (CLC)	30/09/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work in partnership to improve our public realm	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Local streetscene improvements - agree design and complete consultation	Jamie Blake (CLC)	30/09/2015

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Work with resident groups on local streetscene improvements at Gascoigne Estate and St. Peter's Close	Jamie Blake (CLC)	31/03/2016
Establish and maintain monthly meetings with Tower Hamlets Wheelers to improve cycling safety in the borough	Jamie Blake (CLC)	31/03/2016
Continue the Community Volunteering programme with at least 50 projects in 2015/16	Jamie Blake (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase household waste sent for reuse, recycling & composting	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Complete an evaluation of waste and recycling provisions for estate based communities, placing restrictions on the number of waste bins to help improve recycling levels	Jamie Blake (CLC)	31/08/2015
Develop and commence a campaign to promote recycling opportunities to support the waste volume reduction project	Jamie Blake (CLC)	30/09/2015
Develop the reuse and composting programme further, promoting opportunities and increasing participation in programme - deliver at least 20 events throughout the year	Jamie Blake (CLC)	31/03/2016
Complete a programme of targeted communication to encourage residents to recycle a greater proportion of different types of materials	Jamie Blake (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve our parks, playgrounds and open spaces	Cllr Shafiqul Haque Shazia Hussain (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Develop a parks growing scheme with local residents	Shazia Hussain (CLC)	30/09/2015
Deliver full range of improvement works to Trinity Square Gardens consisting of soft and hard landscaping works and installation of new benches and bins	Shazia Hussain (CLC)	30/09/2015
Deliver Phase 1 of improvement works to Shandy Park consisting of tree felling, installation of a temporary path for access to the mosque, new path from Harford Street entrance and cleansing of play surfaces	Shazia Hussain (CLC)	30/09/2015
Deliver external improvement and renovation works to Tower Hamlets Cemetery Lodge and secure additional funding for undertaking external works	Shazia Hussain (CLC)	30/09/2015

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Prepare options and undertake public consultation on the King Edward Memorial Park improvement project	Shazia Hussain (CLC)	31/10/2015
Complete the design details for the improvement works to Bartlett Park and commence phase one works	Shazia Hussain (CLC)	31/03/2016
Take forward the capital works programme for small parks and playground improvement projects delivering at least two site improvement schemes	Shazia Hussain (CLC)	31/03/2016
Deliver year two of the four year programme of tree planting on streets, parks and open spaces	Jamie Blake (CLC)	31/03/2016
Strategic Priority 1.4: Provide effective local services and facilities		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Manage national planning changes effectively to deliver local priorities	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Cabinet determine fifth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/08/2015
Cabinet determine sixth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/03/2016
Input into Tower of London Future Thinking Plan to better manage the World Heritage Site	Owen Whalley (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Council's Markets Strategy	Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC) / Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Agree and implement a programme of physical improvements to Watney Market	Andy Bamber (CLC) / Jamie Blake (CLC)	31/03/2016
Business and trader public consultation complete with project ground works commenced	Andy Bamber (CLC)	30/09/2015
Draft Community Development Trust agreement for consultation	Andy Bamber (CLC)	30/09/2015
Complete streetscene improvements in Wentworth Street Market	Jamie Blake (CLC)	31/03/2016
Complete a feasibility study for the development of a Roman Road Market Trust	Andy Bamber (CLC)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)	Cllr Rabina Khan Owen Whalley (D&R)	31/01/2016
Milestone	Lead Officer	Deadline
Live CIL Charging Schedule, as agreed by Full Council	Owen Whalley (D&R)	31/04/2015
Complete monitoring report on live CIL	Owen Whalley (D&R)	31/01/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Whitechapel Vision	Cllr Rabina Khan, Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Complete the first draft of the Urban Design strategy for Whitechapel	Owen Whalley (D&R)	30/09/2015
Implementing the governance and delivery infrastructure, including Delivery Plan, to underpin the delivery of the Whitechapel Vision	Owen Whalley (D&R)	31/10/2015
Complete first draft of the public realm strategy, and transport strategy for Whitechapel	Owen Whalley (D&R)	31/10/2015
Define and commence delivery of the programme of early win projects	Owen Whalley (D&R)	31/12/2015
Developing Whitechapel workspace offer	Andy Scott (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Refresh the Borough Local Plan	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Develop initial policy / direction including identifying and commissioning evidence base	Owen Whalley (D&R)	30/06/2015
Report progress to senior management and Mayor	Owen Whalley (D&R)	30/06/2015
Publish Strategic Housing Market Assessment in order to support affordable housing requirements within the Local Plan	Jackie Odunoye (D&R)	30/06/2015
Approval of Draft 'Engagement Document' by Cabinet to consult	Owen Whalley (D&R)	30/09/2015
Consult on engagement document	Owen Whalley (D&R)	31/12/2015

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Develop final policy / direction and identify need for further evidence	Owen Whalley (D&R)	31/01/2016
Initiate senior management reporting cycle	Owen Whalley (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Represent the Council and comprehensively input into the GLA's Isle of Dogs Opportunity Area Planning Framework	Cllr Rabina Khan Owen Whalley (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Complete project set-up and governance, and agree delivery arrangements with GLA	Owen Whalley (D&R)	30/06/2015
Start Initial Document Development: Develop initial policy / direction including identifying and commissioning evidence base	Owen Whalley (D&R)	30/06/2015
Complete travelling draft 1	Owen Whalley (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver a Multi-Faith burial ground	Mayor Lutfur Rahman Ann Sutcliffe (D&R)	31/05/2015
Milestone	Lead Officer	Deadline
Complete lease for the site	Ann Sutcliffe (D&R)	30/04/2015
Market the site	Ann Sutcliffe (D&R)	31/05/2015
Strategic Priority 1.5: Improve local transport links and connectivity		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide fair parking arrangements for businesses, residents and visitors	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Continue to deliver the four year plan to create a 1,000 additional parking spaces, delivering 250 new spaces this year	Jamie Blake (CLC)	31/03/2016
Deliver 100 additional parking spaces	Jamie Blake (CLC)	30/09/2015

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Support sustainable local transport including cycle improvements	Cllr Shahed Ali Jamie Blake (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Develop the Cable Street Vision for public consultation and delivery	Jamie Blake (CLC)	31/03/2016
Secure approval for the LBTH Cycle Strategy and 3 year Action Plan	Jamie Blake (CLC)	30/09/2016
Continue the free adult and children cycle training programmes	Jamie Blake (CLC)	31/03/2016
Develop cycle superhighway 2 mitigation measures for consultation	Jamie Blake (CLC)	31/09/2015
Implement year one of the two year cycle superhighway mitigation programme	Jamie Blake (CLC)	31/03/2016
Strategic Priority 1.6: Developing stronger communities		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Engage residents and community leaders in policy and budget changes	Mayor Lutfur Rahman / Cllr Alibor Choudhury Louise Russell / John McDermott (LPG), Shazia Hussain (CLC)	31/01/2016
Milestone	Lead Officer	Deadline
Engage residents through the Local Community Ward Forums to identify local priorities	Shazia Hussain (CLC)	31/01/2016
Complete a review of the Partnership structures and roles for community volunteering	Robin Beattie (CLC)	30/04/2015
Raise awareness of, and engage residents in, the use of the Council's budget consultation tools and channels	Louise Russell / John McDermott (LPG)	30/09/2015
Understand and provide public feedback on residents' priorities	Louise Russell / John McDermott (LPG)	31/12/2015

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement a framework for engagement of borough-wide equality forums in the Partnership	Mayor Lutfur Rahman Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Review current arrangements through consultation with forums and stakeholders	Louise Russell (LPG)	01/10/2015
Establish a revised framework to ensure Every Voice Matters	Louise Russell (LPG)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver locally appropriate services through the 4 locality Hubs	Mayor Lutfur Rahman Andy Bamber (CLC)	28/02/2016
Milestone	Lead Officer	Deadline
Evidence-based review of generic working functions conducted and completed	Andy Bamber (CLC)	30/04/2015
Development of 10 generic working pilot projects worked up to pre-implementation to provide learning to inform future direction action plan and roll out	Andy Bamber (CLC)	01/06/2015
Decision regarding the nature and scale of generic working implementation plan to be confirmed at conclusion of the pilot project	Andy Bamber (CLC)	28/02/2016

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A Prosperous Community		
Strategic Priority 2.1: Improve educational aspiration and attainment		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Ensure sufficient places are provided to meet the need for statutory school places	Cllr Gulam Robbani Kate Bingham (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Complete implementation of existing expansion schemes and any temporary schemes to provide sufficient school places	Kate Bingham (ESCW)	31/03/2016
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 (ESCW)	31/03/2016
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required	Kate Bingham (ESCW)	31/03/2016
Develop medium and long term strategy to meet projected pupil growth in all phases to 2024, taking into account any new free schools agreed by DfE	Kate Bingham (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Expand free early education places of high quality for disadvantaged two-year-olds	Cllr Gulam Robbani Anne Canning (ESCW)	31/01/2016
Milestone	Lead Officer	Deadline
Undertake local marketing campaign to increase take up of disadvantaged 2 year old places	Anne Canning (ESCW)	31/05/2015
Improve information and online access to information for parents to enable them to access places at local provisions and improve customer experience	Anne Canning (ESCW)	31/07/2015
Create 750 additional places to offer disadvantaged 2 year olds	Anne Canning (ESCW)	31/01/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Raise attainment of all children at the end of the Early Years Foundation Stage and narrow the gap between all children and those that receive Pupil Premium (EYFS)	Cllr Gulam Robbani Anne Canning (ESCW)	31/07/2015
Milestone	Lead Officer	Deadline
Roll out second year of Every Tower Hamlets Child a Talker (ETHCaT) Programme	Anne Canning (ESCW)	31/07/2015
Roll out of the mathematics programme, including by appointing a skilled teacher who can work with both schools and MPVI settings; begin the programme in the summer term and use QA and review processes as for ETHCaT	Anne Canning (ESCW)	31/07/2015
Work with targeted schools, including by allocating a development worker to each school; agree a programme of work incorporating support for leadership skills, assessment, assess using the characteristics of learning and planning for progress; review EYFSP outcomes for each school	Anne Canning (ESCW)	31/07/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Increase the number of children achieving 5 A* to C GCSE grades including English and maths	Cllr Gulam Robbani Anne Canning (ESCW)	03/09/2015
Milestone	Lead Officer	Deadline
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 (ESCW)	31/07/2015
Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation	Anne Canning (ESCW)	30/09/2015
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 (ESCW)	30/09/2015

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Bring A Level results above the national average	Cllr Gulam Robbani Anne Canning (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Support all sixth forms to use ALPS data effectively in their planning to target support to Year 12 students	Anne Canning (ESCW)	30/09/2015
Offer targeted Key Stage 5 support to the worst performing schools to support improvement, including learning and family support interventions	Anne Canning (ESCW)	30/09/2015
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 (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Embed the UNICEF UK Child Rights programme across the Children and Families Partnership	Cllr Gulam Robbani Kate Bingham (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Evaluate the pilot and agree next steps in the development of the Child Rights based approach	Kate Bingham (ESCW)	31/03/2016
Develop a Child Rights workforce development programme to embed Child Rights within service delivery across the partnership	Kate Bingham (ESCW)/Simon Kilbey (Resources)	31/03/2013
Activity	Lead Member, Lead Officer and Directorate	Deadline
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 (ESCW)	31/01/2016
Milestone	Lead Officer	Deadline
Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university	Anne Canning (ESCW)	31/07/2015
Hold the annual Mayor's Education Achievement Awards to recognise the achievements of young people in the borough	Anne Canning (ESCW)	30/11/2015
Undertake publicity and advertise the MEA and MHEA schemes	Anne Canning (ESCW)	31/12/2015

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Apply the MEA and MHEA policy to determine applications	Anne Canning (ESCW)	31/12/2015
Make payments	Anne Canning (ESCW)	31/01/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Maintain investment in youth services and provision for young people	Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Undertake full review of all youth centres including a health and safety audit to support the development of improvement plans	Andy Bamber (CLC)	30/06/2015
Rebrand and re-launch the service in consultation with communication team	Andy Bamber (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide effective support for parents and governors	Cllr Gulam Robbani Anne Canning (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Review and update the recruitment arrangements for local authority governors to ensure commitment to the principles of One Tower Hamlets	Anne Canning (ESCW)	31/09/2015
Continue to offer and support governors to take up a range of courses to enable them to undertake an effective role	Anne Canning (ESCW)	31/03/2016
Ensure new governors in community schools undertake induction training; 50% of governors newly appointed in 2015/16 to attend the course within one year of being appointed	Anne Canning (ESCW)	31/03/2016
Monitor the equality profile of governors and encourage the recruitment of under-represented groups	Anne Canning (ESCW)	31/03/2016

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Children and Families Act 2014 to support children with special educational needs	Cllr Gulam Robbani Anne Canning (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Convert SEN statements into Education Health and Care (EHC) Plans in a timely fashion with 45% converted by September 2015	Anne Canning (ESCW)	31/09/2015
Review the quality of EHC plans	Anne Canning (ESCW)	31/09/2015
Complete improvements to local offer and formally launch	Anne Canning (ESCW)	31/06/2015
Commission services in partnership with fellow commissioners to minimise gaps and responds to JSNA data	Anne Canning (ESCW)	31/03/2016
Strategic Priority 2.2: Support more people into work		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Create a new integrated employment centre	Deputy Mayor, Cllr Oliur Rahman, Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Phase 1 – Deploy staff resources to begin triage work in Idea Stores	Andy Scott (D&R)	30/04/2015
Evaluate early resident take up	Andy Scott (D&R)	30/06/2015
Develop service demand options on barriers to work in first phase	Andy Scott (D&R)	30/09/2015
Phase 2 - Integrate partner organisations and surgeries into services on engagement and access to opportunity	Andy Scott (D&R)	30/03/2016
Phase 3 – Begin development of a coordinated systems led advisory service delivery with partners to include barriers to work relevant to customer need (skills, housing, health, money management, welfare reform advice)	Andy Scott (D&R)	31/03/2016 / ongoing

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Support residents into jobs through employment and skills programmes	Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R), Luke Adams (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Support more people aged 18-69 with learning disabilities and mental health needs into employment	Luke Adams (ESCW)	31/03/2015
Evaluate pilot services in outreach sites and recommend next phase of development	Andy Scott (D&R)	30/09/2015
Facilitate 3500 local residents per year through training programmes	Andy Scott (D&R)	31/03/2016
Deliver an increase in employment and apprenticeship opportunities for disabled residents including within the local authority, doubling the number of apprenticeships at the Council to 20 per year	Andy Scott (D&R) / Simon Kilbey	31/03/2016
Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups particularly young people and women	Andy Scott (D&R)	31/03/2016
Develop recruitment partnership arrangements for commercial placements	Andy Scott (D&R)	31/03/2016
Revise 2015/16 internal partnership arrangements based on a broad SLA with key partners including Job Centre Plus and other Economic Taskforce members	Andy Scott (D&R)	31/03/2016
Facilitate 5000 local residents into work each year, with quarterly progress reports	Andy Scott (D&R)	31/03/2016 and quarterly

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Activity	Lead Member, Lead Officer and Directorate	Deadline
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 (ESCW), Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
In partnership with TH Education Business Partnership, develop a clear and high quality standard of work experience for young people in school for employers to sign up to	Diana Warne (ESCW)	30/09/2015
Increase the labour market information provided to young people, schools and parents, focusing on growth areas including the apprenticeships offer	Diana Warne (ESCW), Andy Scott (D&R)	31/03/2016
Facilitate 2000 local residents into apprenticeship opportunities in partnership with key stakeholders	Andy Scott (D&R)	31/03/2016
Provide a minimum of two job fairs during the year for NEETs, with one delivered by September	Andy Bamber (CLC)	30/09/2015 & 31/03/2016
Provide a Level 2 Award in Leadership programme for 200 young people, with at least 100 females having completed the programme by September	Andy Bamber (CLC)	30/09/2015 & 31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Maximise local employment and economic benefits from the council's processes and capture the opportunities	Deputy Mayor, Cllr Oliur Rahman Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Implement cross Council communication to monitor and report on collective economic outputs	Andy Scott (D&R)	31/03/2016
Implement economic benefits protocols through procurement processes	Andy Scott (D&R)	31/03/2016
Continue to embed London Living Wage as a requirement in contracts, throughout the Council's supply chain	Chris Holme (Resources)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the 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)	31/03/2016
Milestone	Lead Officer	Deadline
Quarterly steering group meetings	Somen Banerjee (ESCW) & Andy Scott (D&R)	31/03/2016
Mid-term review to identify further developments required	Andy Scott (D&R)	31/03/2016
Support 100 women through training courses and placements	Andy Scott (D&R)	31/03/2016
Develop progression routes for end of placement	Andy Scott (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Optimise use of existing funding and maximise prospects for future funding	Mayor Lutfur Rahman Dave Clark (D&R)	31/12/2015
Milestone	Lead Officer	Deadline
Launch and administer ongoing Mayor's Community Events funding programme	Dave Clark (D&R)	30/04/2015
Launch inward investment strategy and action plan	Dave Clark (D&R)	30/04/2015
Complete administration of 2015/18 MSG Programme	Dave Clark (D&R)	30/09/2015
Implement process for on-line submission of project monitoring reports	Dave Clark (D&R)	31/12/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support English for Speakers of Other Languages (ESOL)	Cllr Gulam Robbani / Deputy Mayor, Cllr Oliur Rahman Shazia Hussain (CLC)	31/03/2015
Milestone	Lead Officer	Deadline
Develop a Skills for Life integrated framework for Idea Store Learning	Shazia Hussain (CLC)	31/10/2015

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Track the impact of the new funding options for ESOL in the borough and the delivery of a sustainable ESOL programme	Shazia Hussain (CLC)	31/03/2016
Strategic Priority 2.3: Manage the impact of welfare reform on local residents and maximising		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Drive the ongoing partnership wide programme around welfare reform	Cllr Rabina Khan / Cllr Alibor Choudhury Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Roll out a communication and awareness raising programme for residents in relation to Universal Credit	Louise Russell (LPG)	30/04/2015
Develop local support and triage arrangements	Louise Russell (LPG)	30/09/2015
Ensure integrated local support for the roll out of Universal Credit	Louise Russell (LPG)	01/03/2016
Develop activity to support disabled residents with transition to Personal Independence Payments	Louise Russell (LPG)	31/03/2016
Ensure that THHF receives timely reports and contributes towards the Council's Welfare Reform Task Group	Jackie Odunoye (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Digital Inclusion Strategy	Cllr Rabina Khan / Cllr Alibor Choudhury Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Launch event for Digital Inclusion Strategy to raise awareness	Louise Russell (LPG)	31/05/2015
Oversee implementation of the Digital Inclusion Action Plan	Louise Russell (LPG)	31/03/2016
Complete procurement of WIFI provision contract	Andy Scott (D&R)	31/03/2016

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Strategic Priority 2.4: Fostering enterprise and entrepreneurship		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support local businesses through information sharing, training and events	Deputy Mayor, Cllr Oliur Rahman, Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Identify independent panel and first cohort of entrepreneurs	Andy Scott (D&R)	30/09/2015
Implement New Enterprise Support training programme	Andy Scott (D&R)	31/03/2016
Procurement of supply chain contracts	Andy Scott (D&R)	30/09/2016
Implement the supply chain development programme	Andy Scott (D&R)	31/03/2016
Distribute e-news sheet to businesses	Andy Scott (D&R)	30/06/2015
Distribute further 2 quarterly e-info sheets via Tower Hamlets business database	Andy Scott (D&R)	31/03/2016
Deliver Mayor's Business Forum event and three further targeted events	Andy Scott (D&R)	31/12/2015
Develop the environment for a local leasing code for businesses	Andy Scott (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop opportunities for growth and sustainability in local commercial districts	Deputy Mayor, Cllr Oliur Rahman, Cllr Alibor Choudhury, Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Review economic information for business areas	Andy Scott (D&R)	30/09/2016
Develop High Street indicators	Andy Scott (D&R)	31/02/2016
Develop Healthy High Street policy	Andy Scott (D&R)	31/03/2016

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Work collaboratively across London to enhance investment and opportunity	Deputy Mayor, Cllr Oliur Rahman, Cllr Alibor Choudhury, Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Engage with and develop any appropriate proposals for growth alongside the London Local Enterprise Panel	Andy Scott (D&R)	31/03/2016
Secure inward investment by delivering contractual arrangements with organisations across borough boundaries or external to the borough	Andy Scott (D&R)	31/03/2016
Engage with, and promote, partnership arrangements including the Growth Boroughs unit	Andy Scott (D&R)	31/03/2016
A Safe and Cohesive Community		
Strategic Priority 3.1: Focus on crime and anti-social behaviour		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the partnership 'Violence Against Women & Girls' (VAWG) programme	Cllr Ohid Ahmed Andy Bamber (CLC)	20/12/2015
Milestone	Lead Officer	Deadline
Recruit and train 25 professional & community VAWG Champions	Andy Bamber (CLC)	30/06/2015
Deliver 12 multi-agency VAWG training sessions	Andy Bamber (CLC)	30/09/2015
Ensure that all third party reporting centres are trained specifically to enable them to respond appropriately to VAWG referrals	Andy Bamber (CLC)	20/12/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Tackle and prevent hate crime through a zero tolerance approach	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure quarterly steering groups are up and running for all existing (11) third party reporting sites with all sites making referrals	Andy Bamber (CLC)	30/06/2015

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Establish four new operational third party reporting centres	Andy Bamber (CLC)	31/12/2015
Review and re-launch No Place For Hate pledge and Hate Crime Champions project	Andy Bamber (CLC)	31/03/2016
Develop and enable the Community Champions to support community safety in their local areas	Andy Bamber (CLC)/ Shazia Hussain (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Manage the night time economy	Deputy Mayor, Cllr Oliur Rahman, Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Develop and provide an inspection programme for late night inspections	Andy Bamber (CLC)	30/04/2015
Extend the pilot Best Bar None scheme from the Brick Lane area across the borough	Andy Bamber (CLC)	31/10/2015
Complete the annual review of the statutory Food Law Enforcement Plan	Andy Bamber (CLC)	31/12/2015
Carry out a programme of joint inspections at licensed premises with the Police	Andy Bamber (CLC)	31/03/2016
Develop an options appraisal on the introduction of Early Morning Restriction Orders (EMROs)	Andy Bamber (CLC)	31/03/2016
Develop an options appraisal on the introduction of a Late Night Levy (LNL)	Andy Bamber (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
With our partners, deliver the Partnership Community Safety Plan	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Complete the strategic review and equality analysis of Crime and ASB	Andy Bamber (CLC)	28/02/2016
Annual review of the Community Safety Plan	Andy Bamber (CLC)	31/03/2016

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with the Police and Mayor for London to maintain and improve enforcement	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Launch of 20 new Police officers; one for each ward	Andy Bamber (CLC)	30/04/2015
Complete induction for 20 new officers on TH Partnership induction programme	Andy Bamber (CLC)	31/05/2015
New team of 5 PCs and 1 Sergeant in place	Andy Bamber (CLC)	30/06/2015
Further increase the number of Tower Hamlet Enforcement Officers (THEO) through generic working practices and by combining all uniformed enforcement activities within Safer Communities	Andy Bamber (CLC)	31/03/2016
Engage THEOs in joint patrols with the Police in key identified crime and anti-social behaviour (ASB) hot-spots	Andy Bamber (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with partners in the community to target resources to reduce crime and tackle ASB	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure Mobile Police office visits all wards as part of the ward surgeries and walkabouts	Andy Bamber (CLC)	30/06/2015
Safer Neighbourhood Board to produce a report for Members on resident engagement	Andy Bamber (CLC)	30/09/2015
Safer Neighbourhood Board to have held 3 residents question times with a panel of community safety experts including the Police, Council and other partners	Andy Bamber (CLC)	31/12/2015
Work with Community Champions to help identify local community concerns and hot-spot areas for crime and ASB response services, including targeted use of CCTV	Andy Bamber (CLC) / Shazia Hussain (CLC)	31/03/2016
Mobile Police office use for at least 10 partnership events	Andy Bamber (CLC)	31/03/2016
Deliver phase two of the street lighting improvement programme replacing a further 500 columns including brighter, low energy LEDs	Jamie Blake (CLC)	31/03/2016

TOWER HAMLETS STRATEGIC ACTION PLAN 2015-2016

Strategic Priority 3.2: Reduce fear of crime		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve the responsiveness and visibility of our ASB services	Cllr Ohid Ahmed Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Appoint Command and Control Project Manager with project plan developed	Andy Bamber (CLC)	30/09/2015
Implement restructure recommendations with a new joint Responsiveness and Investigation team	Andy Bamber (CLC)	30/09/2015
Develop new case management procedure manual and implement Civica improvements with training provided to staff	Andy Bamber (CLC)	30/09/2015
Develop Command and Control system within the Council's 24-hour Control Centre to join together all enforcement and ASB responsive services to better coordinate action	Andy Bamber (CLC)	31/03/2016
Develop further crime and ASB response services, with dog handler patrols (K9) and noise nuisance response to target identified crime & ASB hot-spots, and improve responsiveness and visibility	Andy Bamber (CLC)	31/03/2016
Implement case management system update to enable faster investigation and evidence gathering for cases of serious ASB which require court proceedings	Andy Bamber (CLC)	31/03/2016
Strategic Priority 3.3: Foster greater community cohesion		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Strengthen Community Leadership to enable key individuals and organisations to challenge extremist ideology	Cllr Ohid Ahmed, Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Continue to commission London Tigers to deliver theological intervention service, identifying and supporting young people at risk through workshops and one to one mentoring	Andy Bamber (CLC)	31/07/2015
Develop the 6 th form working group to roll out school teaching curriculum materials to help safeguard young people from radicalisation and extremism with all schools	Andy Bamber (CLC)	31/12/2015
Support enhanced teaching and safeguarding standards of local madrasahs through delivery of the Faith Associates 'Connecting the Next Generation Project' course	Andy Bamber (CLC)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Celebrate our diversity with community events every month	Cllr Shafiqul Haque Shazia Hussain (CLC), Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Establish arrangements for the commemoration of local living heroes	Shazia Hussain (CLC)	30/09/2015
Deliver or support at least one community event every month	Shazia Hussain (CLC)	31/03/2016
Deliver a programme of events which celebrate the diversity of the local community including:	Louise Russell (LPG)	
Black History Month		30/09/2015
Interfaith Week		30/11/2015
International Day for Disabled People		31/12/2015
LGBT History Month		20/02/2016
International Women's Week		31/03/2016
Support the celebration of World Food Day in October	Shazia Hussain (CLC)	31/10/2015

A Healthy and Supportive Community		
Strategic Priority 4.1: Reduce health inequalities and promote healthy lifestyles		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Ensure every child has a healthy start	Cllr Gulam Robbani / Cllr Abdul Asad Somen Banerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Increase the number of parents and carers with good physical and mental health before, during and after pregnancy	Somen Banerjee (ESCW)	31/03/2016
More 0-5s with secure emotional attachment and good cognitive development	Somen Banerjee (ESCW)	31/03/2016
Achieve an increase in the number of 0-5s who are breast fed and establishing of health eating habits	Somen Banerjee (ESCW)	31/03/2016
Reduce dental decay in 0-5 year olds	Somen Banerjee (ESCW)	31/03/2016
More 0-5s developing physically and socially through play	Somen Banerjee (ESCW)	31/03/2016
Increase the number of 0-5s living in environments free from the health harms of alcohol, tobacco and drugs	Somen Banerjee (ESCW)	31/03/2016
Improve the rate of 0-5 year olds who are fully immunised	Somen Banerjee (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Support people to live healthier lives	Cllr Gulam Robbani / Cllr Abdul Asad Somen Bannerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Implement a borough wide healthy food standard, based on evidence, across partner agencies	Somen Banerjee (ESCW)	30/09/2015
Develop and implement a borough wide tobacco control strategy	Somen Banerjee (ESCW)	31/03/2016
Monitor the implementation of the Local Development Framework and its impact	Somen Banerjee (ESCW)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve the support available to people with mental health conditions	Cllr Gulam Robbani / Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Review the current community pathways for older adults with a functional mental health problem	Luke Adams/Dorne Kanareck (ESCW)	30/06/2015
Develop and implement a refreshed service model for child and adolescent mental health services	Luke Adams/Dorne Kanareck (ESCW)	30/09/2015
Develop a family orientated approach to mental health across the partnership for parents with a mental health problem	Luke Adams/Dorne Kanareck (ESCW)	31/12/2015
Review the design of support for people with a dual diagnosis including a serious mental illness and a substance misuse and/or alcohol problem	Luke Adams/Dorne Kanareck (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve early detection and awareness of long-term conditions and cancer	Mayor Lutfur Rahman / Cllr Abdul Asad Dorne Kanareck / Somen Banerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Develop our approach to 'Making every contact count' in health and social care consultation with emphasis on prevention and self management of conditions	Somen Banerjee (ESCW)	30/09/2015
Increase the uptake of breast, bowel and cervical screening	Somen Banerjee (ESCW)	31/03/2016
Improve cancer waiting times so that residents do not wait longer than 62 days from urgent GP referral for suspected cancer to first treatment	Somen Banerjee (ESCW)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
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 Somen Banerjee (ESCW), Andy Bamber (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Bring successfully the commissioning of early years (0 -5) public health services into the local authority	Somen Banerjee (ESCW)	30/11/2015
Identify roles and responsibilities across the Council for Public Health Outcomes Framework Indicators and align with JSNA and Health and Wellbeing Strategy	Somen Banerjee (ESCW)	31/03/2016
Support 2900 people to quit smoking	Somen Banerjee (ESCW)	31/03/2016
Develop a new Partnership Substance Misuse Strategy for 2016-2018	Andy Bamber (CLC)	31/03/2016
Deliver a community led healthy walks programme	Shazia Hussain (CLC) / Jamie Blake (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Invest in the borough's leisure facilities and playing pitches	Cllr Abdul Asad Shazia Hussain (CLC)	31/03/2016
Milestone	Lead Officer	Deadline
Complete the renewal of the all weather playing surface at Mile End Stadium	Shazia Hussain (CLC)	31/03/2016
Complete the sports facility improvements at Victoria Park including the changing room and cricket wicket upgrades	Shazia Hussain (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver free school meals for all primary pupils in the borough	Cllr Abdul Asad Kate Bingham (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure parents of children entitled to Free School Meals under the Governments national scheme continue to claim for this	Kate Bingham (ESCW)	31/03/2016

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Monitor individual children's nutritional intake with a view to supporting parents and address public health outcomes	Kate Bingham / Somen Banerjee (ESCW)	31/03/2016
Work with schools with a lower uptake rate in order to identify how this can be improved	Kate Bingham (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Work with people with drug and alcohol dependencies, commissioning effective treatment provision, to break the cycle of substance misuse	Cllr Ohid Ahmed Andy Bamber (CLC) / Somen Banerjee (ESCW)	30/09/2015
Milestone	Lead Officer	Deadline
Complete Drug & Alcohol Service re-provisioning	Andy Bamber (CLC) / Somen Banerjee (ESCW)	30/09/2015
Strategic Priority 4.2: Enable people to live independently		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve support to Carers	Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW)	30/09/2016
Milestone	Lead Officer	Deadline
Commission a suitable service that delivers carers assessments as per the Council's duty under the Care Act	Luke Adams, Dorne Kanareck (ESCW)	30/06/2015
Develop new Carers Plan with monitoring mechanisms put in place	Luke Adams, Dorne Kanareck (ESCW)	30/09/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Enable personalised support for the borough's most vulnerable residents	Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Work with local health partners to deliver an Integrated Personal Commissioning budget for service users	Dorne Kanareck (ESCW)	31/03/2016

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Utilise the identified site to roll out an equipment demonstration centre to support independence and wellbeing	Luke Adams (ESCW)	31/03/2016
Deliver four community events to help address social isolation and loneliness	Dorne Kanareck (ESCW)	31/03/2016
Undertake strategic review of free homecare to understand its impact in the light of the Care Act	Dorne Kanareck (ESCW)	31/03/2016
Strategic Priority 4.3: Provide excellent primary and community care		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop further integrated working between health, social care and housing	Cllr Abdul Asad Dorne Kanareck / Luke Adams / Somen Banerjee (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Use the Health and Wellbeing Board to bring together partners to address environmental determinants of health (eg pollution, food environments, supportive environment for physical activity) and to continue to develop strong community networks supporting health and wellbeing	Somen Banerjee (ESCW)	30/09/2015
Define the local authority's role in the delivery of the Borough's integrated care programmes	Dorne Kanareck/Luke Adams (ESCW)	30/09/2015
Utilise the Better Care Fund to provide integrated health and social care services to service users and embed the schemes submitted to NHS England	Luke Adams, Dorne Kanareck (ESCW)	31/03/2016
Develop a multi agency approach with health partners when treating service users with both mental and physical health conditions	Somen Banerjee/Dorne Kanareck/Luke Adams (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Care Act	Cllr Abdul Asad Dorne Kanareck / Luke Adams (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Develop and implement a health and social care prevention strategy and information advice strategy	Somen Banerjee (ESCW)	30/09/2015

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Address the Care Act's funding reforms and implement an appropriate finance system for tracking service user spend on care services	Dorne Kanareck/Luke Adams (ESCW)	31/03/2016
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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
Work with partner agencies to protect vulnerable adults	Cllr Abdul Asad Luke Adams(ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Ensure the Safeguarding Adults Board meets the requirements of the Care Act; publishing a 3 year Strategic Plan and Annual Report	Luke Adams (ESCW)	30/09/2015
Deliver a partnership wide workforce development programme to promote adult safeguarding, including e-learning and the annual safeguarding month	Luke Adams (ESCW)	30/10/2015
Continue to develop our working relationship between SAB and the HWBB; including the establishment of a written protocol	Luke Adams (ESCW)	31/03/2016
Continue to develop the Safeguarding Adults Board role in monitoring and reviewing the multi agency response to safeguarding vulnerable adults	Luke Adams (ESCW)	31/03/2016
Ensure local agencies comply with the Winterbourne Actions	Luke Adams (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Provide proportionate support to vulnerable children and families	Cllr Gulam Robbani Nasima Patel (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Implement the revised Public Law Outline and Court Work procedures to ensure that care proceedings take an average of 26 weeks	Nasima Patel (ESCW)	01/06/2015
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	Nasima Patel (ESCW)	01/06/2015
Fully implement the Groups, Gangs and Serious Youth Violence Strategy (GGSYVS)	Nasima Patel (ESCW)	31/03/2016

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Introduce improvements to the adoption system	Cllr Gulam Robbani Nasima Patel (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Reduce the number of children awaiting permanent adoption through adoption, special guardianship or long-term fostering	Nasima Patel (ESCW)	31/03/2016
Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign	Nasima Patel (ESCW)	31/03/2016
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	Nasima Patel (ESCW)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Improve identification of, and response to, victims of child sexual exploitation	Cllr Gulam Robbani Nasima Patel (ESCW)	31/03/2016
Milestone	Lead Officer	Deadline
Increase awareness of child sexual exploitation through training and learning events	Nasima Patel (ESCW)	31/03/2016
Improve the identification of those vulnerable to exploitation to ensure that they are protected	Nasima Patel (ESCW)	31/03/2016
Support children / young people in a exploitative relationship to achieve positive outcomes	Nasima Patel (ESCW)	31/03/2016
Strategic Priority 5.1: Reduce inequalities		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Employ a workforce that fully reflects the community it serves	Deputy Mayor, Cllr Oliur Rahman Simon Kilbey (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Deliver on the Workforce to Reflect the Community targets as set by Council	Simon Kilbey (RES)	31/03/2016

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Support 50 apprentices in vocational training by identifying placements across directorates, encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2016
Increase the proportion of temporary workers resourced from the local community by utilising Tower Hamlets in-house temporary resourcing service (ITRES) and encouraging participation from all groups to reflect the community	Simon Kilbey (RES)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Refresh our strategies around diversity and cohesion	Mayor Lutfur Rahman Louise Russell (LPG)	30/06/2015
Milestone	Lead Officer	Deadline
Develop and deliver an Action Plan to ensure the Council is a supportive employer of lesbian, gay, bisexual and transgender staff and is recognised as such	Louise Russell (LPG)	31/03/2016
Finalise the Single Equality Framework and develop key equality measures	Louise Russell (LPG)	30/06/2015
Refresh One Tower Hamlets vision refreshed within new Community Plan	Louise Russell (LPG)	30/06/2015
Strategic Priority 5.2: Work efficiently and effectively as One Council		
Activity	Lead Member, Lead Officer and Directorate	Deadline
Implement the Best Value Strategy and Action Plan (<i>other milestones are reflected within the relevant strategic priority</i>)	Cllr Alibor Choudhury Zamil Ahmed (RES), Dave Clark (D&R), Ann Sutcliffe (D&R)	28/02/2016
Milestone	Lead Officer	Deadline
Develop a corporate approach to contract management to ensure best value and effectiveness from supply chain through better relationship management	Zamil Ahmed (RES)	31/01/2016
Commission programme evaluations for all grant regimes to support robust evaluation of impact	Dave Clark (D&R)	30/09/2015
Review grant monitoring activity and implement improved arrangements	Dave Clark (D&R)	28/02/2016
Test compliance with new Asset Management Protocols	Ann Sutcliffe (D&R)	31/05/2015

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Deliver the Communications Action Plan	Mayor Lutfur Rahman, Louise Russell (LPG)	31/03/2016
Milestone	Lead Officer	Deadline
Relaunch Communications Code and provide mandatory training to all relevant staff	Louise Russell (LPG)	31/04/2015
Review of options for East End Life refreshing value for money assessment	Louise Russell (LPG)	31/04/2015
Develop a digital communications strategy	Louise Russell (LPG)	30/06/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Create an environment that fosters a healthy and effective workforce	Cllr Alibor Choudhury Simon Kilbey (RES) / Jamie Blake (CLC)	31/12/2015
Milestone	Lead Officer	Deadline
Complete the process of introducing Learning Disability Champions and Mental Health First-Aiders across the Council	Simon Kilbey (RES)	30/06/2015
Deliver equality (including unconscious bias) training to managers and resilience training to staff	Simon Kilbey (RES)	30/09/2015
Investigate and improve surveys and data collection tools to gather quantitative and qualitative information	Simon Kilbey (RES)	30/09/2015
Deliver a 3-month publicity campaign to increase awareness of mental health issues including promotion of positive role models and success stories, promotion of LBTH well-being schemes and those of related organisations and voluntary groups	Simon Kilbey (RES)	31/12/2015
Achieve ISO9002 Quality Management Systems standard for the Green Team	Jamie Blake (CLC)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop the strategic ICT partnership	Cllr Alibor Choudhury Shirley Hamilton (RES)	
Milestone	Lead Officer	Deadline
Publish a 5 year ICT strategy (subject to approval)	Shirley Hamilton (RES)	30/06/2015
Complete XP Migration Project	Shirley Hamilton (RES)	30/06/2015

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Complete phase 1 of the programme on public use network infrastructure development (including developing network infrastructure for Idea Stores, One Stop Shops and Skillsmatch)	Shirley Hamilton (RES)	30/06/2015
Activity	Lead Member, Lead Officer and Directorate	Deadline
Maximise potential income from our rate base and our council tax base	Cllr Alibor Choudhury Roger Jones (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Implement the Optimisation Programme that will focus on improving collection of debt, data management and managing growth with improved yield from the rate base and tax base	Roger Jones (RES)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop Progressive Partnerships to further the Mayor's social objectives	Cllr Alibor Choudhury Jackie Odunoye / Andy Scott (D&R)	31/03/2016
Milestone	Lead Officer	Deadline
Work in conjunction with the 8 Sub Committees of THHF to develop their action plans and ensure they reflect the Council's priorities	Jackie Odunoye (D&R)	30/06/2015
Ensure the Council is represented at and presents the Council's position and contributes fully to the THHF Executive and 8 sub Committees	Jackie Odunoye (D&R)	31/03/2016
Work with THHF on the delivery of at least 2 partner seminars or conferences	Jackie Odunoye (D&R)	31/03/2016
Finalise and implement the inaugural Tower Hamlets Business Charter with Business Charter Champions	Andy Scott (D&R)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Develop the Council's approach to procurement	Cllr Alibor Choudhury Zamil Ahmed (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Support the achievement of the Mayor's procurement commitment through improved supplier market development	Zamil Ahmed (RES)	31/03/2016
Develop new Procurement Strategy 2016-19	Zamil Ahmed (RES)	31/03/2016

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Embed category management and cross-departmental collaboration to achieve better procurement outcomes	Zamil Ahmed (RES)	31/03/2016
Strengthen the Council's ethical code of conduct and promote sustainable and ethical sourcing	Zamil Ahmed (RES)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Maintain high levels of customer satisfaction with residents when they contact the Council	Cllr Alibor Choudhury, Keith Paulin (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Develop self-service online options to reduce demand and cost, including implementing an online process for housing benefits and parking permits	Keith Paulin	30/09/2015
Review accreditation for Louder than Words charter mark	Keith Paulin	31/12/2015
Maintain high levels of customer satisfaction during a period of declining resources	Keith Paulin	31/03/2016
Monitor how staff are dealing with customers and provide training where appropriate	Keith Paulin	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
Make better use of our buildings and other public assets	Cllr Alibor Choudhury Ann Sutcliffe (D&R)	30/09/2015
Milestone	Lead Officer	Deadline
Complete the transfer of all assets, staff and budgets to D&R for the Corporate Landlord Model	Ann Sutcliffe (D&R)	30/04/2015
Civic Centre - secure Cabinet decision on procurement process	Ann Sutcliffe (D&R)	30/04/2015
Civic Centre - appoint design and technical team	Ann Sutcliffe (D&R)	31/05/2015
Commence the update of the Asset Strategy also informing the Disposal Strategy	Ann Sutcliffe (D&R)	30/06/2015
Community Buildings - establish charging and letting policy	Ann Sutcliffe (D&R)	30/09/2015
Ensure the impact on the statutory provision of childcare places is considered in the development of the Council's asset strategy	Ann Sutcliffe (D&R)	30/09/2015

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Activity	Lead Member, Lead Officer and Directorate	Deadline
Tackle misuse of public assets and generate income from pro-active anti-fraud work	Cllr Alibor Choudhury Minesh Jani (RES)	31/03/2016
Milestone	Lead Officer	Deadline
Recover 40 social housing properties used fraudulently	Minesh Jani (RES)	31/03/2016
Achieve 133 sanctions and prosecute 33 cases of housing benefit fraud	Minesh Jani (RES)	31/03/2016
Continue the Council's pro-active fraud awareness campaign - focusing on reporting and data matching between services in the Council	Minesh Jani (RES)	31/03/2016
Deliver the internal audit plan to ensure key strategic risks are adequately evaluated	Minesh Jani (RES)	31/03/2016
Activity	Lead Member, Lead Officer and Directorate	Deadline
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)	30/09/2016
Milestone	Lead Officer	Deadline
Develop a package of deliverable efficiency opportunities to ensure a balanced budget for 2016/17	Barry Scarr (RES)	30/09/2015
Develop a strategic financial planning response to the next government's spending review	Barry Scarr (RES)	30/09/2015
Undertake an equality screening and analysis exercise for all savings proposals developed during 2015/16	Louise Russell (LPG)	31/03/2016