

A Great Place to Live					
Strategic Priority 1.1: Provide good quality housing and tackle the crisis of affordability					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the availability of affordable housing including family sized housing	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	Delayed	91%	Delivery of 1261 affordable homes was expected by the end of the financial year, however due to some schemes slipping 1073 were delivered against a minimum expectation of 1110, and the rest will be picked up in the 2016-17 monitoring period. 220 units were delivered in Q1, 427 in Q2, and 334 in Q3 and 92 in Q4 units of which 733 were rented. Of the rented homes 328 were family rented units representing 45% of the total produced, which meets the Council's policy target. Total affordable delivery has increased 69% since this time last year. Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country having delivered over 5,400 affordable homes from April 2010 to March 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Prepare proposals and plans with developing RPs to agree the number, location, size and timing of their schemes	Jackie Odunoye (D&R)	30/09/2015	Completed	100%	Regular liaison meetings are being held with developing RPs.
Ensure that each planning application has as close to a policy compliant offer of affordable family sized homes	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Family sized affordable housing is a priority for the Council and as such officers try to achieve as close to a policy compliant mix on every planning application.
Meet quarterly with the GLA to discuss progress on grant funded schemes and future bids by RPs/developers in Tower Hamlets	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	This is being achieved and future meetings are programmed in diaries.
Participate at the East London Housing Partnership Chief Officer Group and the Housing Directors Meeting at London Councils	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	The Council is represented at a senior level at all meetings of the ELHP.
Support RPs grant applications to the GLA ensuring that quantum of family homes is maximised and rents are affordable, where appropriate	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	All applications are thoroughly checked against S106s and commented upon. Comments and expression of support on the 15-18 Funding Programme were submitted to the GLA within the given timeframes. This will continue with the GLA's Regular Market Engagement bids as part of the 15-18 Programme.
Work with RPs and Planning to increase the number of wheelchair accessible homes including large family sized housing as part of Project 120	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	As part of P120 OTs are giving advice on layouts at planning application stage and the P120 list is regularly monitored to ascertain the appropriate size of accessible home required.

Work with RPs and Planning to increase the delivery of affordable housing	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Delivery of 1261 affordable homes was expected by the end of the financial year, however due to some schemes slipping 1073 were delivered against a minimum expectation of 1110, and the rest will be picked up in the 2016-17 monitoring period. 220 units were delivered in Q1, 427 in Q2, and 334 in Q3 and 92 in Q4 units of which 733 were rented. Of the rented homes 328 were family rented units representing 45% of the total produced, which meets the Council's policy target. Total affordable delivery has increased 69% since this time last year. Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country having delivered over 5,400 affordable homes from April 2010 to March 2015.
Lobby for stronger powers against overseas buyers and empty properties, including undertaking an assessment of the level of 'buy to leave' properties in the borough	Jackie Odunoye (D&R)	31/03/2016	Overdue	20%	An overview of potential approaches was carried out and discussed at the Service SMT ending Q2. The new Private Sector Policy Officer will be tasked to take forward a review of this issue and provide an options paper by November 2016.
Establish a Housing Commission focussing on affordability and support for innovative models, such as Community Land Trusts	Jackie Odunoye (D&R)	30/09/2015	Completed	100%	Commission established and reported to Cabinet in May 2016.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Plan effectively to deliver affordable housing and funding for infrastructure (including provision for education), whilst protecting green space and employment uses	Cabinet Member for Strategic Development, Owen Whalley (D&R)	31/03/2016	Completed	99%	Ongoing priority with 99% of in year milestones complete. Cabinet adopted the South Quay masterplan as a SPD in October, delayed by a month due to new Mayoral Elections. The Local Plan preparation is on schedule and the Draft Local Plan was completed in June 2016, to take to public consultation in Autumn 2016. GLA agreed the TH Framework for affordable rent levels are applied in all discussions with RPs, however a new Affordability Commission is reviewing affordable rent levels for the Borough. A series of three meetings have taken place, and the Council will decide on rental levels once viability issues have been explored. Regeneration schemes are progressed in accordance with Council and statutory requirements - 3 CPOs for Aberfeldy, Burdett and Bow Bridge close to being made, but despite considerable preparation work and continued negotiations with land interests, making of the orders deferred to Q1 16/17. Aberfeldy and Burdett Statement of Reasons with NPCU (Secretary of State's representatives) for technical approval.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Adopt the South Quay Masterplan as a Strategic Planning Document	Owen Whalley (D&R)	30/09/2015	Completed	100%	This was approved by Cabinet on 6 October 2015.
Include policy reference to the safeguarding and provision of facilities for early years learning within the Local Plan, informed by an evidence paper	Owen Whalley (D&R) / Terry Parkin (CSD)	31/03/2016	Completed	100%	D&R work on this action is on target. An internal 1st Working Draft Local Plan has been prepared and includes this reference. However, the policy reference and requirement will need to be justified in a supporting evidence produced by CSD for it to remain in the final Local Plan.
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	Completed	100%	This was prepared and provided to DMT in March 2016 and approved at the meeting on 4 April 2016.
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	Completed	100%	Currently Framework Rent levels are applied in all discussions with RPs. Borough Framework agreed with GLA which allows flexibility over affordable rents. A series of three meetings of the Affordability Commission has met to consider affordability issues in the Borough and the Council will decide on rental levels once viability issues have been explored.

Prepare, make (with Mayoral sign-off) and co-ordinate CPOs to facilitate land assembly for major regeneration by RP partners (for the delivery of new homes - across all tenures, a new school, new retail /commercial and community facilities)	Jackie Odunoye (D&R)	31/03/2016	Delayed	90%	CPOs for Aberfeldy, Burdett and Bow Bridge close to being made, but despite considerable preparation work and continued negotiations with land interests, making of the orders is deferred to Q1 16/17. Aberfeldy and Burdett Statement of Reasons with NPCU (Secretary of State's representatives) for technical approval.
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	Completed	100%	Work complete, indemnity agreements and invoice work close to being completed too but not affecting the close down of rights of light.
Review existing planning policies on protecting green space as part of the new draft Local Plan	Owen Whalley (D&R)	31/03/2016	Completed	100%	This has been completed. The existing policies have been reviewed as part of the preparation of an internal 1st Working Draft Local Plan. Evidence to support this policy is currently being prepared in partnership with colleagues in CLC.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Engage actively with the LLDC to maximise local benefits from the Olympic Legacy and Fish Island Regeneration	Owen Whalley (D&R)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Represent the Council's interests in all emerging planning documents being prepared by LLDC	Owen Whalley (D&R)	31/03/2016	Completed	100%	This has been achieved, with the primary focus being the approved LLDC Local Plan and emerging SPDs on Bromley By Bow and Hackney Wick & Fish Island.
Set up quarterly liaison meetings with LLDC on local planning and regeneration matters	Owen Whalley (D&R)	31/03/2016	Completed	100%	These meetings have been set up and are ongoing.
Ensure the Council's views are articulated on all neighbouring borough consultations through the planning application process	Owen Whalley (D&R)	31/03/2016	Completed	100%	Officers have responded to all relevant consultations during this period.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support regeneration at Blackwall Reach and the Ocean Estate	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	Delayed	90%	Schemes supported and overall are on schedule, but delayed for this year's targets on BRRP largely due to complications and delay with a CPO.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Blackwall Reach (BR) disposal of 1-104 Robin Hood Gardens and 1-22 Anderson House to Swan	Jackie Odunoye (D&R)	31/03/2016	Delayed	90%	Agreement to allow Swan to demolish and redevelop 'Phase 2' site being made in conjunction with 'Phase 1b' agreement. Anticipated handover now expected in Q2 2016/17.
BR - decant of council tenants and resident homeowners to 98 new affordable homes in Phase 1a	Jackie Odunoye (D&R)	31/12/2015	Delayed	98%	All tenants decanted to Phase 1a new homes along with 6 of 7 resident homeowners. Remaining 1 homeowner to move in Q116/17.
BR - CPO confirmation and vesting for land assembly to facilitate Phases 1b and 2 of regeneration	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	CPO confirmed for Phases 1b, 2 & 3, vesting carried out for Phases 1b and 2. Should evictions be necessary these will be in 2016/17 along with processing compensation claims once made, but the land interests are now vested with the Council.
BR - start on site of 245 homes in Phase 1b	Jackie Odunoye (D&R)	31/03/2016	Delayed	90%	Service diversion work, excavations and demolition in progress, site hoarded. Building Agreement close to being in place. Start on site is expected end of Q1.

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	Delayed	85%	Application delayed due to requirement of two Section 96a application matters resolved, as otherwise a full application rather than reserved matters would be required. Deferred to Q1 2016/17
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	Overdue	45%	The programme for this scheme was revised to enable the letting of 8 units to former traders with a right to return, prior to marketing the units to the wider market. Asset Management are leading the letting of these units and advise this process will commence by May 2016. The lettings process to former traders will take approximately 6 months to complete, during which time the remaining units will be put to the market. The fit-out works will commence following any of the returning traders signing leases for the new units.
ORLM - all refurbishment contract end of year defects resolved and defect liabilities novated to THH	Jackie Odunoye (D&R)	31/03/2016	Delayed	90%	A small number of latent defects have arisen from the works and the team are liaising with THH to assist them in the management of this element of the contract. The contracts will be novated once these issues are resolved, ideally within the first half of 2016/17.
Ocean Site H - ensure smooth delivery of Phase 2 Ocean regeneration, delivering 225 new homes (50% affordable housing) over 3 years	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	
Ocean Site H - ensure all legal and onsite matters resolved within first year of construction	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	
Ocean Site H - monitor the development process and expected overage payments required	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver a programme of new build Council housing, to deliver a target of 1,000 council homes by 2018	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	Delayed	87%	The programme currently totals 260 completions in 2015/16 and is on course for 352 starts in 2016/17. Work is continuing on achieving the remaining 388 units by 2018.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Practical completion of Bradwell Street garages to deliver 12 units	Jackie Odunoye (D&R)	30/06/2015	Completed	100%	Handed over October 2015.
Secure planning permission for 7 microsites, part funded by Right to Buy receipts.	Jackie Odunoye (D&R)	31/12/2015	Withdrawn	0%	These sites were withdrawn by Cabinet 6/10/15.
Practical completion of 6 houses for Batch B Extensions Programme	Jackie Odunoye (D&R)	30/09/2015	Completed	100%	Handed over December 2015.
Start on site of 25 units for Batch C Extensions Programme	Jackie Odunoye (D&R)	31/03/2016	Delayed	95%	24 units started on site and were handed over in March 2016. A further 3 are scheduled for handover in Q1 2016/17 due to unavoidable delays caused by residents objections.
Schemes to Planning Committee for Hereford to deliver 54 units, Locksley to deliver 78 units, Baroness to deliver 22 units and Jubilee to deliver 26 units	Jackie Odunoye (D&R)	31/12/2015	Delayed	90%	The number of units was revised down with Cabinet consent in October 2015. These are now delivering 135-152 units in total; planning applications are imminent. Extensive resident consultation has been undertaken and the design has been changed to reflect residents' comments.
Decision on establishment of Wholly Owned Company (WOC)	Jackie Odunoye (D&R)	31/01/2016	Delayed	50%	This work is being refreshed under the new administration and will be presented to the Mayor in Autumn. Issues relating to the ability of a WOC to include 1-4-1 right to buy receipts require us to consider alternative delivery models.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the pace of regeneration in Poplar	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	Completed	100%	This activity is progressing on target as scheduled. However, following the successful announcement of Poplar Riverside Housing Zone which includes the Ailsa Street site, the SPD for Ailsa Street will not be produced, as this has been superseded by the work on the Housing Zone. The evidence on Ailsa Street will be used to inform the progress of the Housing Zone. The pace of regeneration in Poplar will also be supported by the development of the OAPF and new Local Plan.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop draft Ailsa Street Masterplan for Member approval to take to consultation	Owen Whalley (D&R)	31/10/2015	Completed	100%	A draft document has been prepared on target. However, following the successful announcement of Poplar Riverside Housing Zone it was agreed by the Lead Member that the draft Masterplan should be used as an evidence base to help progress the wider strategic ambitions of the Housing Zone. The document will therefore not progress as an SPD or to consultation, as this would not be a necessary and effective use of Council resource.
Adopt the Ailsa Street Masterplan as a Strategic Planning Document	Owen Whalley (D&R)	30/06/2016	Withdrawn	0%	A draft document has been prepared. However, this target has changed following a review of the cost benefits following the successful announcement of Poplar Riverside Housing Zone. The document will not progress as an SPD or to consultation, as this would be an ineffective use of Council resource.
Assist in the development of a governance structure to support the delivery of the Poplar Riverside Housing Zone if GLA agrees to support the Housing Zone	Jackie Odunoye (D&R)	30/04/2015	Completed	100%	Governance structure agreed with Lead Member and will be launched before formal agreement with GLA is entered into following due diligence of provisionally agreed Housing Zone proposals.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver housing, a leisure centre and community facilities at Poplar Baths / Dame Colett House	Cabinet Member for Strategic Development Ann Sutcliffe (D&R)	31/03/2016	Completed	100%	Good progress made and all in year milestones complete. The 40 residential units at Dame Colett House were ready for occupation in October 2015 and the 60 residential units at Poplar Baths will be ready for occupation at the end of April 2016. The Hailyebury Youth centre has also been handed over.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review of progress against programme targets via meetings scheduled with the developer, including clients departments (CLC & THH)	Ann Sutcliffe (D&R)	31/03/2016	Completed	100%	
Delivery of leisure centre - mobilisation process commencement	Ann Sutcliffe (D&R)	31/07/2015	Completed	100%	Mobilisation process commenced.
Delivery of a new youth / community centre - mobilisation process commencement	Ann Sutcliffe (D&R)	31/07/2015	Completed	100%	Mobilisation process commenced.
First phase of housing completions - Hand over protocol to be determined to manage snagging, defects and lettings with housing allocations	Ann Sutcliffe (D&R)	31/07/2015	Completed	100%	
Open youth / community facilities - Hand over protocol to be determined, building inspection and commissioning of building	Ann Sutcliffe (D&R)	30/09/2015	Completed	100%	

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Seek to mitigate homelessness and improve housing options	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform Jackie Odunoye, Jackie Odunoye (D&R)	31/03/2016	Overdue	50%	Ongoing priority and the Council continues to make good progress against this. However milestones are delayed, mainly affected by a restructuring of service and delayed recruitment. Cabinet has approved a pilot licensing scheme in west of the Borough for launch in Autumn 2016. However, draft plans for interventions in the private rented sector, the No Wrong Door (NWD) project, and a revised homelessness statement action plan are in progress but have delayed into 2016/17.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Produce draft plan for possible interventions in the private rented sector for internal consultation, consult externally and present findings to Cabinet as appropriate	Jackie Odunoye (D&R)	30/05/2015	Overdue	25%	Following restructure, a Private Sector Policy Officer post was created but appointment was delayed until April 2016. Officer now appointed and work to be taken forward as a priority in 2016/17.
Deliver the service change specification for an enhanced Housing Options Service as defined by the No Wrong Door project	Jackie Odunoye (D&R)	31/05/2015	Overdue	50%	Restructure proposal report completed and now to be agreed by People Board (PB) Ops, DMT and CMT before publication and consultation. The proposal incorporates a Lead Professional team that would deliver the enhanced No Wrong Door (NWD) model. In the interim work continues cross Service to refine and embed partnership working.
Quarterly reporting to DMT on performance against published Homelessness Statement Action Plan	Jackie Odunoye (D&R)	31/03/2016	Overdue	25%	Performance priority related to No Wrong Door project above. Homelessness Statement Action Plan was reviewed in early 2016 and revised plan to be produced by Corporate Working Group in 2016/17.
In partnership with CLC take forward to consultation the proposed pilot private sector licensing scheme	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	CLC received Cabinet approval to set up scheme in west of Borough to be launched in Autumn 2016.
Support the London Living Rent Campaign, including exploring deliverability, and work with the GLA's London Rental Scheme and London Landlord Accreditation Scheme to improve regulation in the Private Rented Sector	Jackie Odunoye (D&R)	31/03/2016	Overdue	50%	Milestone to be taken forward into 2016/17. Limited staff resources following restructure has limited work with landlords but this will be a priority for the Private Sector Policy Officer appointed in April 2016.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Watts Grove project to time and within budget	Cabinet Member for Strategic Development, Ann Sutcliffe (D&R)	31/03/2016	Completed	100%	Project progressing well and all in-year milestones complete. Whilst the substructure was completed in February 2016, the superstructure was started in September 2016. External works started in April 2016 and are due to be finished in February 2017, with completion and handover expected by March 2017.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete asbestos removal	Ann Sutcliffe (D&R)	30/06/2015	Completed	100%	
Complete demolitions (with exception of telecommunications mast)	Ann Sutcliffe (D&R)	31/08/2015	Completed	100%	
Telecommunications mast decommissioned and temporary location agreed	Ann Sutcliffe (D&R)	30/09/2015	Completed	100%	
Complete substructure	Ann Sutcliffe (D&R)	29/02/2016	Completed	100%	

Strategic Priority 1.2: Maintain and improve the quality of housing					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Reduce the number of Council homes that fall below a decent standard	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform Jackie Odunoye (D&R)	31/03/2016	Delayed	93%	The 2015/16 Decent Homes (DHs) programme is projected to cost circa £51million of which £13.2m is GLA funded as part of the additional funding secured for Y5. The Council was contracted with GLA to make 917 DHs, but yielded 967 homes. A total of 7,958 homes have now been made decent since the programme started in 2011/12. The total for the programme is now 1,027 against a forecast of 1,008. This reduces backlog non-decency to approximately 5.8% at the end of the financial year.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Commence Year 5 Decent Homes (DH) Programme using DHs contractors	Jackie Odunoye (D&R)	30/04/2015	Completed	100%	Contractors have started on site.
Ensure delivery of local community benefits targets	Jackie Odunoye (D&R)	31/03/2016		100%	<p><u>Update as of February 2016</u> Whilst the community benefit target was exceeded on local employment, it was not achieved for apprenticeships. Some of the local commitments are on hold due to contractual issues but Tower Hamlets Homes is working with contractors for the 2016/17 Capital Investment Programme in order to agree deliverables going forward.</p> <p><u>Apprenticeships:</u> The apprentice target was 254 over three years (2013-14 to 2015-16) and the total number of apprentice taken as at February 2016 was 125 representing 49.2% of the target. The apprenticeship target set was as unachievable as the Decent Homes work for this year were mainly external, and required specialist skills and expertise, and opportunities for apprentices were therefore limited. This was also influenced by health and safety standards.</p> <p><u>Local workforce:</u> Contractors achieved a local workforce of 33% against a target of 30%.</p> <p><u>Local spend:</u> Contractors committed 20% spend which was in line with the agreed target.</p>
Ensure the Official Journal of European Union limit for the Decent Homes Framework is not exceeded	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Decent Homes Framework will be within the OJEU procured limits.
Make 917 homes decent	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	A total of 967 homes have been made decent (as reported to the GLA) which exceeds the GLA Year 5 target of 917.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve the quality of housing services offered to tenants, residents and homeless families	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform Jackie Odunoye (D&R)	31/03/2016	Delayed	93%	Ongoing priority and 93% of in year milestones complete. Good progress made on Project 120, with this also being a standing item on the THHF development sub group agenda alongside the commitment to ensuring the Council through its planning process meets its 10% wheelchair target of total affordable delivery. A performance management and accountability framework is in place driven by THHF, driving improvements and challenging underperformance. Work with leaseholders is progressing well with new initiatives like an extended payment plan, 'new offer', extended consultations and a £15k cap on works introduced. Scrutiny activities led by tenants are progressing well. The overarching Housing Strategy will now be produced in September 2016 in order to take account of the policy direction arising from the Housing and Planning Bill and new Mayor of London following May 2016 election.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure all outstanding partners with an applicable development programme are briefed/updated on progress of Project 120 and asked to confirm their participation	Jackie Odunoye (D&R)	30/06/2015	Completed	100%	Progress and issues affecting P120 is a standing item on Tower Hamlets Housing Forum Development sub-group, at meeting in June RPs were asked to forward appropriate contacts for their organisations. The P120 also has representatives from RPs as part of the working group. RPs are also reminded of P120 at their quarterly meetings in addition to the 10% requirement of wheelchair accessible homes as they bring developments through the planning process.
Agree and monitor the Tenant Federation Action Plan and provide appropriate support for their 'Cards on the Table' scrutiny activities	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Regular officer and members meetings led with Tenants Federation and appropriate support provided as requested.
Develop a set of standards or scorecard to review performance - for tenants, for RPs and THH - and establish a regular monitoring system	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	The current Performance Management Framework is working well and is ongoing. Reviews were held in autumn 2015 with some RPs. There is also benchmarking data available for key RPs operating in the borough by which we assess performance.
Work with THH to improve the satisfaction of, and communication with, leaseholders, especially in regards to service charges and major works charges, taking account of the recommendations of the Leaseholder review	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	1) Overview & Scrutiny Agreed - the Marza and HQN audit reports - officers are assembling feedback to be reported back to O/S next in June 2016. 2) Extended leasehold payment support options to leaseholders is being implemented. 3) A "New offer" to leaseholders is being packaged for discussion at the leasehold conference. 4) An enhanced s.20 leasehold consultation regime for the 2015/16 DHs programme has been successfully completed. 5) Leasehold cap of £15k has been fully implemented for the 2015/16 DHs programme, and all eligible leaseholders have taken advantage of it.
Explore ways to involve residents in challenging the performance of RPs and THH, including the option of developing a Housing Scrutiny Committee	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	A Tenants Scrutiny Panel has been formed. They have undertaken 3 Scrutiny exercises supported by a mentor. Rather than under take individual scrutiny reviews across RPs, they will now focus their energy into supporting the development of scrutiny panels and sharing best practice.
Work with Tower Hamlets Housing Forum Executive and Sub Groups on a range of service delivery and improvement issues	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	THHF and sub groups continue to function effectively.
Develop an overarching housing strategy to cover all tenures of housing, homelessness and lettings	Jackie Odunoye (D&R)	31/03/2016	Overdue	50%	The Mayor has agreed that the overarching Housing Strategy will be produced in September 2016 in order to take into account the policy direction arising from the Housing and Planning Bill and new Mayor of London following May 2016 election. Substantial work has been carried out in 2015/16 in order to prepare for the production of the Strategy.

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Explore options to establish a not for profit lettings agency to improve standards for private renters	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform / Jackie Odunoye (D&R)	31/03/2016	Delayed	41%	Housing Options & Procurement service working with Tower Hamlets Homes on options appraisal; consultants engaged, due to report in May; estimate report on outcome of options appraisal to be available in June.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review existing services offered via Tower Hamlets Home Finder to private landlords and produce proposals for enhancement in line with the findings of the Gold Standard Diagnostic Peer Review	Jackie Odunoye (D&R)	30/09/2015	Delayed	90%	Tied in with the options appraisal; current service and arrangements for procuring Private Sector Access Scheme properties have been reviewed, and recommendations are in the process of being implemented - should be complete by the end of May 2016.
Undertake options appraisal of different Lettings Agency Models, incorporating Local, Sub Regional and Pan-London options	Jackie Odunoye (D&R)	30/09/2015	Delayed	50%	Options appraisal underway; report anticipated in May 2016, working in partnership with Tower Hamlets Homes.
Undertake consultation on preferred Letting Agency options(s)	Jackie Odunoye (D&R)	31/12/2015	Delayed	25%	Questionnaire for leaseholders has been drafted and consultation due to take place.
Produce draft proposals around the deliverability and implementation of a not for profit letting agency	Jackie Odunoye (D&R)	31/03/2016	Delayed	0%	Anticipate proposals to be developed by June once consultation has been concluded and options appraisal delivered.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Identify and target sub-standard homes through the introduction of a landlord licensing scheme	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform, Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	31/12/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete a review of the housing consultancy statistical analysis including identification of anti-social behaviour links	Andy Bamber (CLC)	28/02/2015	Completed	100%	
Statutory consultation plan on the licensing of private landlord proposals developed and approved	Andy Bamber (CLC)	31/07/2015	Completed	100%	
Complete consultation and resulting final licensing proposals presented for Cabinet approval	Andy Bamber (CLC)	31/12/2015	Completed	100%	
Complete a review of the licensing arrangements for Houses of Multiple Occupation (HMOs)	Andy Bamber (CLC)	31/03/2016	Completed	100%	Review undertaken and more licences being issued.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Tackle fuel poverty	Cabinet Member for Strategic Development, Cabinet Member for Resources Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Fuel poverty programmes and initiatives delivered throughout the year to reduce household bills and levels of fuel poverty in the Borough. 10 energy auctions have been held since the programme commenced in 2013, the last auction achieved an average saving per household of £275. Savings realised is increasing with each auction due to more competitive tariffs.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Refresh and update the Fuel Poverty Strategy	Jackie Odunoye (D&R)	30/09/2015	Completed	100%	All of the strategies held by the sustainable development team (energy, sustainability, fuel poverty) are being refreshed and will amalgamate in the new climate change strategy. Planned for Cabinet.
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	Completed	100%	Home energy efficiency programme continuing and the WARMTH - Green Energy Doctor Programme commenced in March 2016 - this programme in a Pan London programme, and the Council itself has secured £25k as part of this programme to deliver energy efficiency advice and measures to the vulnerable. Home energy efficiency visits are still ongoing.
Identify and deliver domestic energy efficiency projects funded through the Carbon Mitigation Fund	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Worst performing domestic properties identified across the borough and domestic energy efficiency projects also identified. Delivery of energy efficiency advice through 'Fuelling Connections' project and Warm Zone projects have commenced and will continue throughout 2016/17. Carbon mitigation fund was approved in January 16, delayed due to Mayoral elections and changes in national legislation.
Evaluate the resident sign-up for the collective energy switching scheme and hold at least two auctions in the year to secure cheaper tariffs for residents	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Satisfaction survey undertaken post auctions and analysis completed to ensure project is focused on delivering savings for everyone in the borough. 10 auctions have been held since the programme commenced in 2013, the last auction achieved an average saving per household of £275. Savings realised is increasing with each auction due to more competitive tariffs.
Strategic Priority 1.3: Improve the local environment and public realm					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Progress the Carbon Reduction Plan for Council buildings	Cabinet Member for Resources, Cabinet Member for Clean & Green Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Carbon reduction plan and programmes progressing.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Submit Carbon Reduction Commitment reporting to Environment Agency	Jackie Odunoye (D&R)	31/07/2015	Completed	100%	CRC submitted in July 2015.
Cabinet approval of the Carbon Mitigation Fund Strategy and Guidance	Jackie Odunoye (D&R)	31/12/2015	Completed	100%	Cabinet approved this on 5/1/2016.
Submit Green House Gas Emissions reporting to Department of Energy and Climate Change	Jackie Odunoye (D&R)	30/09/2015	Completed	100%	Submitted to DECC in accordance with reporting deadline for July 2015.
Agree outline delivery strategy and projects to be delivered by the Carbon Mitigation Fund on Council owned operational buildings	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Outline projects and delivery strategy agreed in Cabinet January 2016 and contained within the Carbon Offsetting Solutions Study 2016.
Refresh and update the Carbon Management Plan for 2016-2020	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Carbon Management Plan refreshed and updated with revised carbon targets, projects and carbon saving requirements.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Council's Conservation Strategy	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	Overdue	83%	Good progress made in delivering the strategy and its contained targets. TPO survey completed and has identified subsequent requirements which will be actioned in 16/17. A further 3 buildings have been removed from the English Heritage list of buildings at risk. However, work on the Local List has delayed to 16/17, as existing resources were diverted to deliver O&S recommendations on home extensions for family housing. This area of work will be progressed in 16/17.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the borough-wide Tree Preservation Orders (TPO) survey	Owen Whalley (D&R)	31/08/2015	Completed	100%	The Borough wide TPO of trees on Council owned land is complete. This work has identified subsequent requirements, which will need to be delivered by resources outside the scope of this target.
Revise Local List	Owen Whalley (D&R)	31/03/2016	Overdue	50%	Work on this has begun and focuses on Public Houses only. However, progress on the Local List has been delayed due to unforeseen workload relating to the O&S project on extending homes for families in conservation area. A new Heritage at Risk officer will join in April 2016. The officer will focus on this work, including a comprehensive review of the Local List as part of the Council's commitment in the Conservation Strategy.
Reduce the number of buildings on the English Heritage buildings at risk register for Tower Hamlets	Owen Whalley (D&R)	31/03/2016	Completed	100%	This has been achieved and three buildings have been removed from the list in the period.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Enhance and protect the borough's biodiversity providing residents access to nature	Cabinet Member for Strategic Development Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Good progress made towards meeting the LBAP objectives and targets.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Local Biodiversity Action Plan and produce an annual report on progress and achievements	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Annual report published in January 2016.
Provide 1000 packets of wildflower seeds free to residents, community groups and schools	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	Seed provided through numerous outputs, including 420 packets to sheltered housing projects and care homes via Gateway Housing and Age UK.
Create a kingfisher nesting bank in Victoria Park	Jackie Odunoye (D&R)	31/06/2015	Completed	100%	The kingfisher bank was completed in February 2016.
Ensure that all major developments deliver biodiversity enhancements which contribute to LBAP targets	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	The Biodiversity Officer has commented on over 160 planning applications, most of which will contribute to LBAP targets if completed. New development is expected to deliver a significant proportion of the LBAP targets.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Introduce a borough wide vehicle anti-idling regime in order to protect and improve the local environment	Cabinet Member for Clean & Green Andy Bamber, Simon Baxter (CLC)	31/03/2016	Overdue	67%	See comments below
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the Tower Bridge anti-idling trial and publish the results	Andy Bamber (CLC)	30/09/2015	Completed	100%	The operational phase of the project is underway with the VMS signs operational with anti-idling messages.
Roll out anti-idling project roll out to borough hot-spots	Simon Baxter (CLC)	31/12/2015	Overdue	50%	The Tower Bridge trial project continues to operate in partnership with Southwark and the Mayor for London. Borough hot spots have been identified and implementation plans established. However the need for wider roll out to pilot hot spots is currently being reviewed in relation to communication and behaviour change given the target to achieve a borough wide zone has now been established and an extended patchwork of pilot areas may confuse drivers. In any event a wider roll out is largely dependent on the Council being granted enforcement powers by the Secretary of State which has yet to be achieved.
Implement whole borough anti-idling declaration and programme	Simon Baxter (CLC)	31/03/2016	Overdue	50%	Parking CEOs do not currently have powers to enforce an anti-idling programme. To enable enforcement of anti-idling provisions, in this case at a borough level, permission must be secured from the Secretary of State. The process of applying to and securing approval from the Secretary of State is underway and is in the hands of Legal Services. Until this is secured it will not be possible to implement the programme.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement and promote awareness of a borough wide 20mph limit	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	Completed	100%	Experimental 20 mph limit started 13/4/2015. Will be reviewed in 2016/17 for consideration of making permanent by October 2016.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the borough wide 20mph limit	Simon Baxter (CLC)	31/07/2015	Completed	100%	Experimental 20 mph limit started 13/4/2015. Will be reviewed in 2016/17 for consideration of making permanent by October 2016.
Three awareness initiatives completed by September 2015	Simon Baxter (CLC)	30/09/2015	Completed	100%	1. Bus back advertising complete 2. Lamp column banners complete 3. Community Speed Enforcement arrangement with Met Police

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work in partnership to improve our public realm	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop options to enhance public realm cleanliness, including ways to reduce fly tipping, reviewing bulky waste charges, and residential provider management	Simon Baxter (CLC)	31/03/2016	Completed	100%	The 'Clean Streets' initiative has been introduced to help improve cleanliness across the borough, with enhanced monitoring and response to cleanliness issues. The 'Your Space, Your Place' programme provides deep cleaning of worst affected areas in the borough and an increase in enforcement for littering offences. The Mayor's pledge for a cleaner borough saw an extra 200k of funding allocated for extra sweepers and a rapid response crew that applied on the spot fines and cleared dumped waste. The pledge also saw the bulky waste collection charge scrapped allowing residents two free collections per year. Better signage at Public Recycling sites and on bulk recycling bins with improvement of infrastructure.
Reproduce new waste management services, building in improved reporting and performance monitoring systems	Simon Baxter (CLC)	31/03/2016	Completed	100%	Clean, Green & Highways worked closely with cleansing and waste contractors to introduce new system ECHO Mims, the system looks to build on existing reporting functions and improve monitoring systems with the capabilities of automated reporting and spatial software. The system will also allow better performance management and direct reporting via the use of integrated handhelds.
Develop a programme of local streetscene improvements - agree design and complete consultation	Simon Baxter (CLC)	31/03/2016	Completed	100%	Streetscene improvements have been delivered at Redchurch St; Manchester Rd; Leamouth Rd; Wentworth St; Roman Road; Cannon St Rd; and Cudworth St.
Establish and maintain monthly meetings with Tower Hamlets Wheelers to improve cycling safety in the borough	Simon Baxter (CLC)	31/03/2016	Completed	100%	Meetings have been held monthly with The Wheelers with Council Officers attending together with Cllr Chesterton, as Cycling Champion.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase household waste sent for reuse, recycling & composting	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete an evaluation of waste and recycling provisions for housing estates and high rise blocks, to help improve recycling levels	Simon Baxter (CLC)	31/08/2015	Completed	100%	Keep Britain Tidy evaluation of waste and recycling provision on estates is complete. Outcome of the evaluation is being used to inform the development and rollout of the campaign to promote recycling and reduce residual waste
Develop and commence a campaign to promote recycling opportunities to support the waste volume reduction project	Simon Baxter (CLC)	30/09/2015	Completed	100%	A number of pilots have been carried out on estates trialling different interventions to encourage greater participation in the communal recycling service and to decrease contamination. The successful interventions will be used in conjunction with the waste reduction project as the programme is rolled out across the borough. In addition, a borough wide contamination campaign has been planned and will be launched in the second half of the year to complement this project.

Develop the reuse and composting programme further, promoting opportunities and increasing participation in programme - deliver at least 20 events throughout the year	Simon Baxter (CLC)	31/03/2016	Completed	100%	Rolling out wider participation of composting in partnership with Local Green Points. The Public Realm sub-group being used as a driver to increase awareness. A partnership is currently in progress between East End Homes, LBTH and Local Green points at Stockholm House Work closely with the Communications, Education and Outreach Team to ensure events are delivered. Events such as Nappuchino, Swap Events, School Recycling Programme and Treasure Hunts.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve our parks, playgrounds and open spaces	Cabinet Member for Culture Shazia Hussain (CLC)	31/03/2016	Overdue	92%	See comments regarding overdue elements below.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a parks growing scheme with local residents	Shazia Hussain (CLC)	30/09/2015	Completed	100%	Growing schemes have been developed and are being supported in: Victoria Park x 2, Mile End Park, Ravenscroft Street Park, Baxendale Gardens and Ropewalk Gardens.
Deliver full range of improvement works to Trinity Square Gardens consisting of soft and hard landscaping works and installation of new benches and bins	Shazia Hussain (CLC)	30/09/2015	Completed	100%	A full range of improvements have been completed.
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	Overdue	75%	Progress has been made with tree works completed and preparations for the design and procurement of the path works progressed. However the path ground works have not yet commenced.
Deliver external improvement and renovation works to Tower Hamlets Cemetery Lodge and secure additional funding for undertaking external works	Shazia Hussain (CLC)	30/09/2015	Completed	100%	The external works to walls, roof, eaves and replacement windows have now been completed. Additional monies have been identified for stage two internal work.
Prepare options and undertake public consultation on the King Edward Memorial Park improvement project	Shazia Hussain (CLC)	31/10/2015	Completed	100%	Options have been developed and agreed with Thames Tideway Tunnel and an implementation plan is timetabled and scheduled for early summer.
Complete the design details for the improvement works to Bartlett Park and commence phase one works	Shazia Hussain (CLC)	31/03/2016	Overdue	50%	The tender was advertised through the Council tender portal through a framework contract. There were no bidders and the tender is now being tendered again through an open tender
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	Completed	100%	A number of capital improvement works have been carried out with detailed consultation completed for Ford Square and Cavell St Park.
Deliver year two of the four year programme of tree planting on streets, parks and open spaces	Simon Baxter (CLC)	31/03/2016	Completed	100%	The Green Teams Arboriculture section completed phase 2 tree planting across Highways and Parks.
Undertake a review of the use of parks for commercial events	Shazia Hussain (CLC)	31/10/2015	Completed	100%	Review complete. Report progressing.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop an Open Space Strategy	Cabinet Member for Culture Shazia Hussain (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments

Produce an updated baseline mapping exercise of open space in the borough, including new spaces secured through the planning process	Shazia Hussain (CLC)	30/09/2015	Completed	100%	The baseline mapping exercise is in production. CLC is working with D&R to verify the new spaces listings.
Complete a qualitative audit of open space in the borough	Shazia Hussain (CLC)	31/12/2015	Completed	100%	Audit completed.
Model the impact of population growth on access to open space	Shazia Hussain (CLC)	28/02/2016	Completed	100%	This has been carried out in train with the Local Plan evidence gathering process.
Develop options for the creation of new pocket parks and open spaces, especially as new development comes forward	Shazia Hussain (CLC)	31/03/2016	Completed	100%	5 pilot projects across the borough have been developed in partnership with Public Health.
Review the provision of play spaces to ensure that all residents have access within an easy walking distance, jointly with Children's and Housing colleagues		31/12/2015	Completed	100%	Play space provision in public open space is encapsulated in the current open space strategy review.
Strategic Priority 1.4: Manage development pressure and provide effective local infrastructure, services and facilities					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Manage national planning changes effectively to deliver local priorities	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	Completed	100%	There have been no major changes to national planning policy. However, the Government has consulted on several proposals to change this, which the service has provided a comprehensive response to.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Cabinet determine fifth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/12/2015	Completed	100%	Applications for Isle of Dogs Neighbourhood Planning Area and Forum and Spitalfields Neighbourhood Planning Area and Forum were approved at Cabinet in April 2016.
Cabinet determine sixth round of applications for Neighbourhood Forums	Owen Whalley (D&R)	31/03/2016	Completed	100%	Applications for Limehouse Neighbourhood Planning Area and Forum were approved at Cabinet in December 2015.
Input into Tower of London Future Thinking Plan to better manage the World Heritage Site	Owen Whalley (D&R)	31/03/2016	Completed	100%	The Council's provided a constructive response to the updated Tower of London World Heritage Site Management Plan was submitted in March 2016.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Review the Council's Markets Strategy	Cabinet Member for Work & Economic Growth Andy Bamber, Simon Baxter (CLC)	31/03/2016	Overdue	95%	New draft markets and street trading strategy 2016-2021. See comments regarding overdue element below.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Agree and implement a programme of physical improvements to Watney Market	Andy Bamber (CLC) / Simon Baxter (CLC)	31/03/2016	Overdue	75%	Traders objected so further consultation agreed.
Business and trader public consultation complete with project ground works commenced	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Draft Community Development Trust agreement for consultation	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Complete streetscene improvements in Wentworth Street Market	Simon Baxter (CLC)	31/03/2016	Completed	100%	The original footway and carriageway improvement project was completed and a further £100k secured from TfL has allowed the scope of the works to be extended.
Complete a feasibility study for the development of a Market Trust model	Andy Bamber (CLC)	31/03/2016	Completed	100%	

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Adopt the Tower Hamlets local Community Infrastructure Levy (CIL)	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/01/2016	Completed	100%	The Borough CIL was adopted on 1st April 2015, with monitoring completed in December 2015.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Live CIL Charging Schedule, as agreed by Full Council	Owen Whalley (D&R)	31/04/2015	Completed	100%	The Borough CIL was adopted on 1st April 2015.
Complete monitoring report on live CIL	Owen Whalley (D&R)	31/01/2016	Completed	100%	Initial 6 month report complete and presented to Infrastructure Board. Annual reporting to members is due June / July 2016. There is a lag time with CIL as it is only due for payment two months after a development (that has got permission since 1st April 2015) commences. Most developments take many months or years to commence. Whilst payments for small developments (and that commence quickly) have started coming in from early 2016, payments for larger developments are expected from spring 2016 onwards.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the Whitechapel Vision	Cabinet Member for Strategic Development, Owen Whalley (D&R)	31/03/2016	Completed	96%	Delays to procurement processes and the recruitment of consultants has delayed delivery of in year milestones, firstly for the production of drafts of the public realm and retail strategies and secondly for beginning delivery of early win projects all of which are expected to complete June 2016. However, a review of the Whitechapel Vision is complete and a recommendations paper was submitted to the Mayor and Lead members in December 2015. Revised project scope agreed in February 2016. Light touch masterplan refresh to be completed by June 2016.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the first draft of the Place Shaping Guidance for Whitechapel	Owen Whalley (D&R)	30/09/2015	Completed	100%	
Implement the governance and delivery infrastructure, including Delivery Plan, to underpin the delivery of the Whitechapel Vision	Owen Whalley (D&R)	31/10/2015	Completed	100%	
Complete first draft of the public realm strategy, and retail strategy for Whitechapel	Owen Whalley (D&R)	31/10/2015	Delayed	90%	Procurement delays have impacted this programme and consultants were appointed in November 2015. The Whitechapel Public Realm & Open Space baseline report is complete and first draft technical content completed in March 2016. Final study to be completed by May 2016 prior to public consultation in the Summer 2016. The Whitechapel Retail Strategy has also been impacted by procurement delays and consultants appointed in December 2015. Baseline report complete April 2016 and final report to be complete by June 2016.
Define and commence delivery of the programme of early win projects	Owen Whalley (D&R)	31/12/2015	Delayed	90%	Procurement delays have impacted this programme and consultants were appointed in December 2015. The Whitechapel Active Spaces Framework study (WASF) and Hoarding Phase 1 project have been commissioned. The WASF to completed by end of April'16 with pilot project delivery taking place over the Summer 2016. The Hoardings Phase 1 project also underway. Delivery by June 2016.
Develop Whitechapel workspace offer	Owen Whalley (D&R)	31/03/2016	Completed	100%	Enterprising Whitechapel workspace initiative launched September 2015 as part of the GLA High Street Fund. 7 sites shortlisted. 2 winning bids accepted to occupy 206 Whitechapel Road and Princess Alexandra house with capital works identified.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Refresh the Borough Local Plan	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	Delayed	97%	This is progressing on schedule. A initial Local Plan engagement document called Our Borough Our Plan was approved for public consultation by Cabinet on 1 December 2015. Public consultation ran from 11 December 2015 until 8 February 2016. Feedback from this consultation will inform the Draft Local Plan anticipated to be published in September 2016. The existing policies have been reviewed as part of the preparation of an internal 1st Working Draft Local Plan.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop initial policy / direction including identifying and commissioning evidence base	Owen Whalley (D&R)	30/06/2015	Completed	100%	This has been developed with the input of DMT, CMT, the Mayor and Lead Member.
Report progress to senior management and Mayor	Owen Whalley (D&R)	31/07/2015	Completed	100%	The project PID and subsequently drafts of the document have been presented to DMT, CMT, the Mayor and Lead Member.
Publish Strategic Housing Market Assessment in order to support affordable housing requirements within the Local Plan	Jackie Odunoye (D&R)	30/06/2015	Completed	100%	Report now available but won't be published until Local Plan consultation begins.
Approval of Draft 'Engagement Document' by Cabinet to consult	Owen Whalley (D&R)	31/12/2015	Completed	100%	This was approved for consultation by Cabinet on 1 December 2015.
Consult on engagement document	Owen Whalley (D&R)	31/12/2015	Completed	100%	Consultation began as scheduled on 14 December 2015 and completed on 8 February 2016.
Develop final policy / direction and identify need for further evidence	Owen Whalley (D&R)	31/01/2016	Delayed	75%	Since the Action Plan was agreed, the Council has changed its approach to the review of the existing Local Plan. Instead of preparing a partial review of some of the existing policies, the Mayor has endorsed the preparation of a new Local Plan. The preparation of this document takes longer at the initial stages and therefore policies will be first drafted in April 2016 for internal review, rather than winter 2015/16 as originally anticipated. The Draft Local Plan will be finalised in June 2016, to take to public consultation in Autumn 2016, and this target cannot be fully addressed until then. In the interim, officers have arranged a regular Internal Officer Working Group meeting and begun to commission necessary evidence. Both of these positive actions will help to identify the need for further evidence.
Initiate senior management reporting cycle	Owen Whalley (D&R)	31/03/2016	Completed	100%	The project initiation document and subsequent drafts of the document have been presented to DMT, CMT, the Mayor and Lead Member.
Progress scrutiny recommendations on home extensions, including use of mansard roofs	Owen Whalley (D&R)	31/03/2016	Completed	100%	All recommendations have progressed. The work will be complete on adoption of the new Local Plan which is expected in Autumn 2017.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Represent the Council and comprehensively input into the GLA's Isle of Dogs Opportunity Area Planning Framework	Cabinet Member for Strategic Development Owen Whalley (D&R)	31/03/2016	Completed	100%	The Council has achieved this and played an active role in driving the GLA's progress to date.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete project set-up and governance, and agree delivery arrangements with GLA	Owen Whalley (D&R)	30/06/2015	Completed	100%	Officers contributed to this in advance of the meeting of the first OAPF Strategic Board in July 2015.
Start LBTH input on Initial Document Development: Develop initial policy / direction including identifying and commissioning evidence base	Owen Whalley (D&R)	30/06/2015	Completed	100%	Officers contributed to this in advance of the meeting of the first OAPF Strategic Board in July 2015.
Complete LBTH input on travelling draft 1	Owen Whalley (D&R)	31/03/2016	Completed	100%	The Draft is a GLA owned and produced document. LBTH officers have provided constructive and thorough input and comments on the GLA's evidence to date.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver a Multi-Faith burial ground	Mayor Ann Sutcliffe (D&R)	31/05/2015	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete lease for the site	Ann Sutcliffe (D&R)	30/04/2015	Completed	100%	
Market the site	Ann Sutcliffe (D&R)	31/05/2015	Completed	100%	
Strategic Priority 1.5: Improve local transport links and connectivity					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide fair parking arrangements for businesses, residents and visitors	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review current parking policies, including car free zone developments and exemptions; visitor permits and the use of CCTV for parking enforcement	Simon Baxter (CLC)	31/03/2016	Completed	100%	Parking policy review completed. Cabinet approval on revised Parking Policy will be sought in 2016/17. The Fees & Charges review was completed and approved by Cabinet in January 2016.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support sustainable local transport including cycle improvements	Cabinet Member for Clean & Green Simon Baxter (CLC)	31/03/2016	Completed	100%	A new Cycle strategy was developed and adopted by Cabinet in January 2016.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop the Cable Street Vision for public consultation	Simon Baxter (CLC)	31/03/2016	Completed	100%	
Secure approval for the LBTH Cycle Strategy and 3 year Action Plan	Simon Baxter (CLC)	30/09/2016	Completed	100%	Approved by Cabinet Jan 2016
Continue the free adult and children cycle training programmes	Simon Baxter (CLC)	31/03/2016	Completed	100%	Over 500 adult training opportunities and free school cycle training provided.
Develop cycle superhighway 2 mitigation measures for consultation	Simon Baxter (CLC)	31/09/2015	Completed	100%	
Implement year one of the two year cycle superhighway mitigation programme	Simon Baxter (CLC)	31/03/2016	Completed	100%	
Undertake a review into the provision of secure on-street cycle lockers	Simon Baxter (CLC)	31/03/2016	Completed	100%	Review of provision, feasibility and consultation on residents on street cycle locker provision has been completed, with new secure lockers provided in addition to standard Sheffield stands.

Strategic Priority 1.6: Developing stronger communities					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve transparency of decision making by engaging more residents and community leaders in policy and budget changes	Mayor, Cabinet Member for Resources Robin Beattie, Kevin Kewin, John Seekings (LPG), Shazia Hussain (CLC)	31/01/2016	Delayed	88%	See comments below
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review local structures for engaging at a ward level	Shazia Hussain (CLC)	31/01/2016	Completed	100%	
Develop a Transparency Protocol	Kevin Kewin (LPG)	30/09/2015	Completed	100%	Mayor's Transparency Protocol agreed by Cabinet in November 2015. The Overview and Scrutiny Transparency Commission was published in November 2015.
Complete a review of the Partnership structures and roles for community volunteering	Robin Beattie (CLC)	30/04/2015	Overdue	50%	The review is currently underway and is scheduled to complete summer 2016.
Raise awareness of, and engage residents in, the use of Council's budget consultation tools and channels	Kevin Kewin / John Seekings (LPG)	30/09/2015	Completed	100%	The Your Borough, Your Voice campaign was prepared during September 2015 and launched with the savings proposals for 2015/16 and full details of how residents could get involved in October 12. This was promoted through all of the council's communications channels, with a front page story in East End Life, a banner on the home page of the council's website, stories issued to local and BME media (including stories translated into Bengali) and information published and disseminated on social media. Communications is continuing to work with colleagues in Resources and SPP to prepare resident engagement activity around the budget setting process for next year.
Understand and provide public feedback on residents' priorities	Kevin Kewin / John Seekings (LPG)	31/12/2015	Completed	100%	The review of communications undertaken by the Local Government Association provided the council with research and analysis about how residents prefer to receive information about the council's work plus additional information which will be used as benchmarks for future performance monitoring, such as levels of trust in the council. This has been used to inform the new communications strategy and a more pluralistic approach to communications, including the launch of a new e-newsletter. The communications strategy has as one of its key principles 'better use of insight and research to underpin communications' and the data gathered by the LGA, together with Annual Residents Survey information, will shape the council's communications work. The service continues to provide public feedback on residents' priorities, such as the results of the Your Borough, Your Voice campaign, which were publicised via all council communications channels.
Set up public meetings across the borough to enable residents to meet and question the Mayor and Cabinet	John Seekings (LPG) / Robin Beattie (CLC)	30/09/2015	Completed	100%	Structures are being agreed with the Mayor through the Partnership and Community Engagement refresh. A number of meet the Mayor events have taken place.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement a framework for engagement of borough-wide equality forums	Mayor Kevin Kewin (LPG)	31/03/2016	Delayed	90%	The Every Voice Matters framework will be embedded into the revised Community Engagement Strategy which will be completed by the end of September 2016.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review current arrangements through consultation with forums and stakeholders	Kevin Kewin (LPG)	01/10/2015	Completed	100%	Each of the existing community engagement forums (Local Voices for disabled people, Interfaith, New Residents and Refugees and LGBT) have been reviewed in conjunction with the forums and their stakeholders and this has been used to move to a stronger commissioning based model centred on outcomes. The new forums are now up and running. There will be a wider review as part of the One Tower Hamlets Review in 2016-17 which will consider the range of community equality, engagement and cohesion work and reviewing how well it is meeting the demographics and needs of our borough.
Establish a revised framework to ensure Every Voice Matters	Kevin Kewin (LPG)	31/03/2016	Delayed	90%	The Community Engagement Strategy will seek to address how we ensure this. The strategy has been developed; it is currently awaiting the findings of the Local Strategic Partnership review so that the Council's strategy for engagement can be integrated with this. Once these proposals have been integrated into the strategy, it will be consulted upon. There will also be a wider review as part of the One Tower Hamlets Review in 2016-17 which will consider the range of community equality, engagement and cohesion work how well it is meeting the demographics and needs of our borough.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Review opportunities for localised service delivery	Mayor, Cabinet Member for Resources Andy Bamber (CLC)	28/02/2016	Withdrawn	0%	Work on this will be subject to further Executive discussion and direction.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete a review of the strategic opportunities for localising centralised service provision	Robin Beattie (CLC)	31/01/2016	Withdrawn	0%	See above.
Completion of a localisation plan	Robin Beattie (CLC)	31/03/2016	Withdrawn	0%	See above.
A Prosperous Community					
Strategic Priority 2.1: Improve educational aspiration and attainment					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Ensure sufficient places are provided to meet the need for statutory school places	Deputy Mayor for Education & Children's Services & the Third Sector Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	This activity has been completed and is ongoing work. Annual programme of work to continue over a number of years and adjusted according to changing trend of need for places.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete implementation of existing expansion schemes and any temporary schemes to provide sufficient school places	Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	Sufficient school places were available for September 2015 so no children without a school place this year. Sufficient places are available for applicants for admission in September 2016. No additional temporary places planned.

Plan for implementation of future expansion schemes, working with D&R on land and funding matters where required, and plan for use of capital resources (including s. 106 and CIL funds) to implement schemes	Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	Cabinet of May 2015 agreed two new primary places projects for implementation in September 2018. Continuing discussions with Canary Wharf Group on programme for primary school within Wood Wharf development. Agreement being concluded with developer of 3 Millharbour to provide primary school.
Develop proposals for new school sites, including working with developers/owners and seeking school proposers as required	Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	Discussions with developers as required are in progress following development of proposals.
Develop medium and long term strategy to meet projected pupil growth in all phases to 2025, taking into account any new free schools agreed by DfE	Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	An annual review of school places was presented to the Cabinet in September 2015. The next annual report is planned for September 2016.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support high quality early years' provision, expand free early education places of high quality, including for disadvantaged two-year-olds	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/01/2016	Completed	100%	This activity has been completed.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake local marketing campaign to increase take up of disadvantaged 2 year old places	Terry Parkin (CSD)	31/05/2015	Completed	100%	The marketing 2014/15 campaign is completed. There was an increase of 23% in the take up of places. The 2015-16 plan is in place and work continues with HR to address recruitment to fill vacancies to take work forward, as there is a gap in staff. The marketing plan is focussing on volunteering and mentoring to improve parental understanding of early years of Early Learning years for two year olds.
Improve information and online access to information for parents to enable them to access places at local provisions and improve customer experience	Terry Parkin (CSD)	31/07/2015	Completed	100%	Provision of information has improved. However, regarding online access, a large number of parents are unable to access IT equipment. There are language and IT literacy barriers for some, which is a local issue. Action is in place to work with Children's Centres, Idea Stores and all nurseries to increase access. The online eligibility checker is available. An external consultant was recruited to complete an assessment of the customer journey process and assess the customers' experience. The report has been considered by the service.
Create 800 additional places to offer disadvantaged 2 year olds	Terry Parkin (CSD)	31/01/2016	Completed	100%	We now have a process agreed and in place to approve Capital Funding. This has enabled us to now continue with the planning of opening additional childcare places. 873 places have been created or approved through the capital funding in the last 12 months. In addition a large number of further projects are at various stages of development.
Review early years' provision, (including, nurseries, pre-schools, childminders, children's centre services, and non-statutory provision delivered by the Early Year's Service), with a view to provide more services across the borough and reduce the cost of childcare to parents	Terry Parkin (CSD)	31/03/2016	Completed	100%	The stocktake of the Early Years Service is complete. This reviewed schools, private, voluntary and independent sectors, childminders and 2 year-old placements. The findings have been captured in a report. The stocktake of Children's Centres is complete: two externally commissioned research reports have been received. A final Business Case has been prepared. Recommendations are available in the final business case.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Raise attainment of all children at the end of the Early Years Foundation Stage and narrow the gap between all children and those that receive Pupil Premium	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016	Completed	100%	This activity is complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Embed the second year of Every Tower Hamlets Child a Talker (ETHCaT) Programme	Terry Parkin (CSD)	31/03/2016	Completed	100%	The second year of the ETHCaT programme is complete. An action plan is in place. Schools, staff and settings have been trained about language development for free in the most disadvantaged wards. Training has been offered to everyone such as the statutory sectors and main partners at a cost. Work is underway with schools to narrow the language development gap. Ofsted has confirmed that schools are dealing with a sharply falling baseline at entry level to nurseries. The next phase is underway - the 'National Literacy Framework Early Words Together' is being rolled out in early learning hubs and Children's Centres.
Develop 'Every Child a Mover' programme to develop gross and fine motor skills to support the development of writing skills	Terry Parkin (CSD)	31/03/2016	Completed	100%	Programme introduction completed on time. Teachers have been trained by health sector professionals - OTs and Physios - who will act as champions in selected hubs. A training programme has been developed and delivered. Practitioners have been recruited to champion the physical development of the child. These practitioners meet regularly with the Physio and OTs to review progress. The reach of the work will continue to expand.
Work with targeted schools, including by allocating a development worker to each school; agree a programme of work incorporating support for leadership skills, assessment, assess using the characteristics of learning and planning for progress; review EYFSP outcomes for each school	Terry Parkin (CSD)	31/03/2016	Completed	100%	Completed for 2014/15. The 2015/16 programme commenced in September 2015 and will run until July 2016. An evaluation report should be ready by the end of August / early September 2016. A teacher has been allocated to each moderated school where a programme of work has been agreed, funded, and organised by the school to develop leadership skills.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Increase the number of children achieving 5 A* to C GCSE grades including English and maths	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	03/09/2015	Completed	100%	This activity has been achieved for the 2014/ 2015 academic year. The final results for summer 2015 exams (released Jan 16) show that 64.6% of LBTH pupils attained 5 A*-C GCSE grades including English & Maths (5ACEM) in the 2014/15 academic year. This represents a 4.9 percentage point increase on the previous year's performance and brings the LA average near to where it had been in 2012/13, before rule changes in 2013/14 led to drops in performance both locally and nationally. National performance saw an improvement of 0.4 percentage points with 53.8% of pupils attaining 5 A*-C including English and Maths and in London performance fell 0.6 percentage points to 60.9% of pupils attaining 5 A*-C including English and Maths.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Identify the distribution of underperformance across the borough schools at all key stages, with a particular focus on White UK pupils and Looked After Children; offer feedback to the schools; identify key schools to work with to improve the attainment levels of the underachieving pupils	Terry Parkin (CSD)	31/07/2015	Completed	100%	The final results for summer 2015 exams (released Jan 16) show that 64.6% of LBTH pupils attained 5 A*-C GCSE grades including English & Maths (5ACEM) in the 2014/15 academic year. This represents a 4.9 percentage point increase on the previous year's performance and brings the LA average near to where it had been in 2012/13, before rule changes in 2013/14 led to drops in performance both locally and nationally. National performance saw an improvement of 0.4 percentage points with 53.8% of pupils attaining 5 A*-C including English and Maths and in London performance fell 0.6 percentage points to 60.9% of pupils attaining 5 A*-C including English and Maths.

Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation	Terry Parkin (CSD)	30/09/2015	Completed	100%	The Institute of Education research was shared and published with schools and council teams in September 2015. The Steering Group will present findings and proposed strategies to future CMT/DMT management meetings. This research explored barriers in educational attainment for White British Pupils. The Virtual School completes an annual report on the educational outcomes for Looked After Pupils in the care of LBTH. The report identifies areas of concern and actions is being taken to address these.
Offer targeted Key Stage 4 support to the worst performing schools to support improvement, including learning and family support interventions especially for Looked After Children	Terry Parkin (CSD)	30/09/2015	Completed	100%	The Virtual School meets the designated teachers in LBTH schools where we have LAC students on a termly basis with follow up email / phone contact between meetings. The focus of the meetings is to review the pupil's Personal Education Plan, and involves discussion of the progress and the wellbeing of the pupil and the impact of the interventions in place.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Bring A Level results above the national average	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016		100%	Whilst we have achieved the minimum expectation of 700 points in the A-level only average point score per pupil measure and seen an improvement of 18 points since 2014, these results are not above the national average of 759 points, but the gap since last year has been closed by almost 30 points. At A-Level, the LBTH average points score per entry was 208.9 (211.7 excluding the college) compared to 216.1 nationally (also 216.1 excluding FE colleges). The planned activity is completed. Though not reflected in this specific A-Level measure, overall Level 3 average point score per pupil, which includes all academic and vocational study whether A-level or other Level 3 qualifications, has improved in 2015 to 704 points per pupil. This is now above state-funded national scores and above the London/Inner London average. This is largely the result of good performance in vocational subjects. There are no A-Level specific measures that put us above the national average, though there has been a closing of the gap; it is the vocational scores that have helped drive improvement in the overall Level 3 point score measure above the national average.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support all sixth forms to use ALPS data effectively in their planning to target support to Year 12 students	Terry Parkin (CSD)	30/09/2015	Completed	100%	ALPs training and Inset held for all schools. Schools are using the framework for monitoring and tracking students and for targeted intervention.
Offer targeted Key Stage 5 support to the worst performing schools to support improvement, including learning and family support interventions	Terry Parkin (CSD)	30/09/2015	Completed	100%	Subject networks are now established to provide support for all schools. Poorly performing subjects have been targeted as part of this process. The School Improvement Team has taken part in several parent conferences. We have worked with parent groups on promoting apprenticeships and post-16 education/training routes.
Fund and support the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access	Terry Parkin (CSD)	31/03/2016	Completed	100%	One to one tuition is currently funded by the schools and an evaluation report in February 2016 shows all schools target sixth formers.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Embed the UNICEF UK Child Rights programme across the Children and Families Partnership	Deputy Mayor for Education & Children's Services & the Third Sector Kate Bingham (Resources, ASD & CSD)	31/03/2016	Delayed	75%	This activity is on track. Strong progress has been made and the Children & Families Plan 2016 - 2019 is now in place, although the workforce development programme still needs to be completed.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Evaluate the pilot and agree next steps in the development of the Child Rights based approach	Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	An evaluation of the Child Rights Based Approach was presented to the Children and Families Partnership (CFP) Board in December 2015. This report included an evaluation of the pilot and its application in the commissioning of young people's substance misuse services. The CFP agreed to review the implications of the model once the Children and Families Plan had been agreed. It was also agreed that Children's Commissioning will continue with the development of the pilot.
Develop a Child Rights workforce development programme to embed Child Rights within service delivery across the partnership	Kate Bingham (Resources, ASD & CSD) / Simon Kilbey (Resources)	31/03/2016	Overdue	75%	Following an evaluation of the Child Rights Based Approach to the Children and Families Partnership (CFP) Board in December 2015, it was agreed by the CFP that they would review the implications of the model once the Children and Families Plan has been agreed. A Child Rights Based Approach was applied in the development of the Council's Children Looked After Strategy. This will facilitate the development of a child rights workforce development programme within Children's Social Care.
Develop a new Children and Families Plan in Partnership with the Children and Families Board, embedding UNICEF's Child Rights approach.	Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	The 2016-19 Children and Families Plan has been developed using a Child Rights approach. The Plan was agreed by the Children and Families Partnership Board in March, by CMT on the 9 th March 2016 and is due to be presented at Cabinet on 10 th May.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Assist more people into further education and to university, and deliver the Mayor's Education Allowance (MEA) and Mayor's Higher Education Award (MHEA) over the next academic year.	Deputy Mayor for Education & Children's Services & the Third Sector / Cabinet Member for Resources Terry Parkin (CSD)	31/01/2016	Completed	100%	This activity is complete and changes have been agreed by the Commissioners.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university	Terry Parkin (CSD)	31/07/2015	Completed	100%	A parents conference was held in March 2015 with the theme ' <i>Widening Horizons – Raising Aspirations</i> '. Workshops were targeted at parents of children across all phases. This was attended by more than 160 parents. The following actions have been taken: • A design and delivery schedule of an 'Aspirations' programme for parents in primary and secondary schools completed in March 2016, and • Expanded secondary 'Aspirations' programme within service level agreement (SLA) offer and targeted schools completed in March 2016.

Work with schools and other stakeholders to develop, and implement, a model for the recognition of educational and wider achievements of young people	Terry Parkin (CSD)	31/03/2016	Completed	100%	This milestone replaces the previous annual Mayor's Education Awards Ceremony from the previous Mayoral administration. This was discussed with headteachers (consulted with the 14-19 headteachers' forum). Each school already has an award ceremony as well as some form of 'end of year' recognition for students in place: their view was that they would prefer to continue with their approach and did not support proposals for another model / approach.
Undertake publicity and advertise the MEA and MHEA schemes	Terry Parkin (CSD)	31/12/2015	Completed	100%	The Tower Hamlets Education Award Scheme was advertised through the local paper - East End Life - and through the Council's website as well as at schools. This took place in November 2015. The Mayor's Education Awards has since then, been re-branded to the 'Education Maintenance Allowance' which is paid to qualifying 16-18 year olds'. The Higher Education Award scheme was considered to be not fit for purpose. A report was presented to Cabinet on 5th April 2016 proposing to provide all qualifying schools with a sum of money to promote continuation in education and training post -16. The Government Commissioners have not expressed any objections to the proposed model. The Mayor made a manifesto commitment to support post 16 / Higher Education progression - £600k has been set aside for this programme. However the funding is not recurrent.
Apply the MEA and MHEA policy to determine applications	Terry Parkin (CSD)	31/12/2015	Completed	100%	The EMA policy was applied to determine applications received. The Tower Hamlets' Education Award (Higher Education): Post 16 Progression - school-led programme paper was presented to Cabinet on 5th April 2016 proposing a way forward following a review of the previous Mayor's Higher Education Awards. There have been changes made to the existing awards a and new approach is proposed to replace the previous Mayor's Higher Education Awards.
Make payments	Terry Parkin (CSD)	31/01/2016	Completed	100%	The EMA policy was applied to determine applications. The second and final payment is to be paid in the next few weeks in accordance with our scheme.
Review the current MHEA scheme to understand who currently benefits and develop options on possible alternative schemes to support young people into employment for the start of the 2016/17 Academic year	Terry Parkin (CSD)	31/03/2016	Completed	100%	A review of the previous awards formerly known as the 'Mayor's Higher Education Awards were considered to be not fit for purpose. The Cabinet Paper (5th April 2016) details a new model allocating £600k (non recurrent) to secondary schools to develop wider awareness amongst students of the opportunities available to them on leaving school; and support individuals to attend interviews.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maintain investment in youth services and provision for young people	Deputy Mayor for Education & Children's Services & the Third Sector Andy Bamber (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake full review of all youth provision and youth centres (including a health and safety audit) to support the development of improvement plans	Andy Bamber (CLC)	31/03/2016	Completed	100%	

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide effective support for parents and governors	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016	Completed	100%	This Activity is complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review and update the recruitment arrangements for local authority governors to ensure commitment to the principles of One Tower Hamlets	Terry Parkin (CSD)	31/09/2015	Completed	100%	The Overview & Scrutiny Committee looked at this area on 1st February 2016 and provided a range of recommendations which are relatively new -the viability of these will be considered in the coming months. This is a changing area with the expectation from Government that schools become academies by 2020 or have plans in place. As schools are considering this, it has affected recruitment. Internal discussions have taken place to change the procedure for applications to be considered. An Extraordinary Meeting on 8th Feb 2016 was convened before the General Purposes Committee's open section to approve this.
Continue to offer and support governors to take up a range of courses to enable them to undertake an effective role	Terry Parkin (CSD)	31/03/2016	Completed	100%	A range of courses and learning continues to be offered to governors to support them in their role. Training has been offered in a number of ways through online training for instance. 80% of governors attend the Director's workshops. Governors can also opt for bespoke training from schools and external organisations, in addition to Council offered training options.
Ensure new governors in community schools undertake induction training; 50% of governors newly appointed in 2015/16 to attend the course within one year of being appointed	Terry Parkin (CSD)	31/03/2016	Completed	100%	New governors continue to be offered induction training. Please note that this is not mandatory, and is dependent on take up rates from the new governors.
Monitor the equality profile of governors and encourage the recruitment of under-represented groups	Terry Parkin (CSD)	31/03/2016	Completed	100%	This area was also presented for consideration at the Overview & Scrutiny meeting on 8th February 2016. The effect of changes made to the constitution of governing bodies has adversely affected ethnic monitoring. By September 2015, all governing bodies had to re-constitute which adversely affected the representation of governors - especially in the Bangladeshi community. The Local Authority (LA) is responsible for nominating one LA governor per Governing Body. These nominations can be rejected by the Body. There are a total of approximately 1100 governors in total. The rest are either elected by parents or staff or appointed by the Governing Body. Support groups for governors have been established. There is now a requirement by the government to recruit governors on the basis of skills.
Review the current structures for governors to present their views to the Council, investigate ways to strengthen these, including exploring the possibility of developing a Governors' Forum	Terry Parkin (CSD)	31/03/2016	Completed	100%	Schools and governors are in the process of establishing THE Partnership. This is a new school-led initiative to support school improvement. There is governor representation on the Steering Group. There is a strong communication process in place between the Director of Children Services, councillors and governors. Governors have a standing slot at the Director's meeting to raise issues with senior officers. Developing the Governor's Forum may need to be looked at in the context of academisation and the recent White Paper 2016 'Education Excellence Everywhere' published in March 2016.

Review the existing Parents Forum for Children's Centres, and investigate ways to strengthen it	Terry Parkin (CSD)	31/03/2016	Completed	100%	All Children Centres have termly stakeholder meetings. They have received informal training at the sessions. Data is being produced in a more accessible way and shared with them so that they are able to provide the 'critical friend' role. A recent mock Ofsted assessment revealed that the range of partners involved and their understanding of the challenge process was good. However, there was some work to be done in how the challenge process was recorded. This work will now be undertaken with the minute keepers to ensure that a more accurate account of the challenge process is recorded adequately.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Children and Families Act 2014 to support children with special educational needs	Deputy Mayor for Education & Children's Services & the Third Sector Terry Parkin (CSD)	31/03/2016	Overdue	50%	See comments below.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Convert SEN statements into Education Health and Care (EHC) Plans in a timely fashion, according to the national timeframes set out with at least 45% converted by September 2015	Terry Parkin (CSD)	31/09/2015	Overdue	50%	The conversion of SEN statements into Education Health and Care (EHC) Plans in a timely fashion, according to the national timeframes set out (with at least 45% converted by September 2015) has not been achieved. Each conversion can take 20+ weeks to complete; and at the time of reporting 25% have already been converted, and a further 26% initiated. Nationally other authorities have also not achieved the target, mainly due to the length of time it takes to complete an EHC Plan. This time factor has been acknowledged and accepted by the DfE.
Review the quality of EHC plans	Terry Parkin (CSD)	31/03/2016	Overdue	40%	We have not managed to achieve this milestone as it was overambitious. The Programme is managed effectively and conversion of statements are underway with 51% of statements being converted to Education, Health and Care (EHC) Plans. 25% have been completed. Nationally other authorities have also not achieved the target, mainly due to the length of time it takes to complete an EHC Plan. This time factor has been acknowledged and accepted by the DfE.
Complete improvements to local offer and launch communications strategy	Terry Parkin (CSD)	31/03/2016	Completed	100%	The Local Offer has been developed, it is a live project and as such is subject to continuous improvements in this reporting period.
Strategic Priority 2.2: Support more people into work					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Bring together public sector employment and job brokerage services, create a new integrated employment centre and undertake a review of Skillsmatch	Cabinet Member for Work & Economic Growth Chris Holme (D&R)	31/03/2016	Completed	100%	Raising Aspirations multi agency model broadened to encompass whole borough delivery. Review complete and seeks to expand cross departmental and partnership working.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Phase 1 – Deploy staff resources to begin triage work in Idea Stores	Chris Holme (D&R)	30/04/2015	Completed	100%	Staff located in Whitechapel and Crisp Street Idea Stores.
Evaluate early resident take up	Chris Holme (D&R)	30/06/2015	Completed	100%	Initial evaluation report completed.
Develop service demand options on barriers to work in first phase	Chris Holme (D&R)	30/09/2015	Completed	100%	Initial evaluation report completed and will now feed into the ongoing development of the integrated employment service.
Undertake a review of Skillsmatch	Chris Holme (D&R)	31/03/2016	Completed	100%	External review of Employment provision undertaken and considered by CMT 6th April, which includes a recommendations to strengthen the Councils integrated delivery on employment. Discussion progressing with Cabinet Lead Member and Mayor.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support residents into jobs through employment and skills programmes	Cabinet Member for Work & Economic Growth, Chris Holme (D&R), Luke Addams (ASD)	31/03/2016	Overdue	85%	Ongoing work. Employment rate continues to remain stable and high in a buoyant labour market. Joint work across engagement through new model, Information, advice and guidance, training and work experience, adult learning, Troubled Families, Careers, job brokerage and employer engagement.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Support more people aged 18-69 with learning disabilities and mental health needs into employment	Luke Addams (ASD)	31/03/2016	Overdue	50%	We are continuing to provide our successful apprenticeship scheme for people with Learning Disabilities in partnership with the Tower Project. Training is provided which can lead to a qualification in NVQ Level 1 in Business Admin or Social Care. As at the end of Q4, we have 54 people with Learning Disabilities in sustained paid employment through this scheme. We are continuing to provide our successful apprenticeship scheme for people with Learning Disabilities in partnership with the Tower Project. Training is provided which can lead to a qualification in NVQ Level 1 in Business Admin or Social Care. As at the end of Q4, we have 54 people with Learning Disabilities in sustained paid employment through this scheme. Work has been planned to support people with Mental Health needs into employment. Going forward, Economic Development are working with the Growth Boroughs on an ESF partnership to work with people with multiple barriers to employment, therefore we will be working with people to identify those barriers for <ul style="list-style-type: none"> • Disability of any type • Care leavers with interrupted schooling
Complete a full development grant application for a social impact bond to help adults with learning disabilities into employment	Luke Addams (ASD)	31/03/2016	Completed	100%	Social impact bonds (SIBs) are designed to help reform public service delivery. It is an initiative between the Cabinet Office and the Big Lottery Fund providing funding to help with development and running costs. SIBs improve the social outcomes of publicly funded services by making payment conditional on achieving results. Investors pay for the project at the start, and then receive payments based on the results achieved by the project. We have been awarded funding to support the development of a SIB and have appointed an external partner to help with the project.
Complete full appraisal to establish viability of scheme and set up if viable	Luke Addams (ASD)	31/03/2016	Delayed	20%	Having secured development funding, we have appointed an external partner to support the development of the scheme. The project started in late March and we expect to complete this work by June 2016.
Evaluate pilot services in outreach sites and recommend next phase of development	Chris Holme (D&R)	30/09/2015	Completed	100%	Initial evaluation report completed.
Deliver an increase in employment and apprenticeship opportunities for disabled residents including within the local authority, doubling the number of apprenticeships at the Council to 20 per year	Chris Holme (D&R) / Simon Kilbey (RES)	31/03/2016	Completed	100%	20 pre-apprenticeships have been delivered.
Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups particularly young people and women	Chris Holme (D&R)	31/03/2016	Completed	100%	Monitors of ethnicity and gender and sub groups have identified lower employment rates for both ethnic minority women and young people. This has driven delivery of jobs to these groups within the apprenticeship agenda and the Working Start, Women into Health programmes.
Revise 2015/16 internal partnership arrangements based on a broad SLA with key partners including Job Centre Plus and other Economic Taskforce members	Chris Holme (D&R)	31/03/2016	Completed	100%	Ongoing discussion with JCP to identify and explore new delivery and cross referral. Shared JCP adviser services in Housing, Troubled Families and employment services. Cross referral processes in place with College and employer networks like ELBA.

Develop new measures for economic activity and outputs	Chris Holme (D&R)	31/03/2016 and quarterly	Completed	100%	Revised Economic Assessment commissioned and initial findings identifying anomalies within the employment and unemployment rates of sub groups of demographic. This has identified groups with multiple barriers to work and will demonstrate a strengthened focus on those further away from the labour market going forward.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve support and training to assist young people into sustainable employment	Cabinet Member for Work & Economic Growth, Cabinet Member for Education and Children's Services Chris Holme (D&R), Terry Parkin (CSD), Andy Bamber (CLC)	31/03/2016	Completed	100%	Continued work to ensure young people are advised and engaged on careers and the opportunities available in the labour market. Includes the new training courses for Women in Health and the Quay Code club launched to promote digital skills in Young people. Around 30% of all job outputs are from the 16-24 group. LBTH Youth unemployment rate continues to be the lowest amongst the 6 Growth Borough East London group.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
In partnership with TH Education Business Partnership, develop a clear and high quality standard of work experience for young people in school for employers to sign up to	Terry Parkin (CSD)	30/09/2015	Completed	100%	Quality standards are in place although they are also currently under review.
Increase the labour market information provided to young people, schools and parents, focusing on growth areas including the apprenticeships offer	Terry Parkin (CSD), Chris Holme (D&R)	31/03/2016	Completed	100%	Our Localised Labour Market Information briefing is provided to young people and their parents. This briefing is also provided to schools and information simplified through delivery of PowerPoint presentations. Sessions have been delivered at the a) Parents Conference in March 2016, and at b) Careers Network and C) 14-19 Group. Materials produced include: 1. An LMI overview for young people and their parents updated in September 2015; 2. An LMI overview for teachers updated in September 2015; 3. A PowerPoint presentation pack for use by teachers and Careers advisers produced and circulated. Work is in progress to develop occupationally specific LMI (e.g. Careers in IT) and subject specific LMI (e.g. Careers using STEM subjects). Future development will focus on an employment rights pack for young people along with support materials for teachers and parents.
Facilitate local residents into apprenticeship opportunities in partnership with key stakeholders	Chris Holme (D&R)	31/03/2016	Completed	100%	Continuing development and delivery of Apprenticeship opportunities through council processes with contractors and through developments.
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	Completed	100%	Events were held on 22.07.15 and 12.11.15.
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	Completed	100%	A rolling programme of women's leadership courses have been delivered in partnership with schools throughout the year.
Create a Mayor's Apprenticeship Grant, working with large businesses	Chris Holme (D&R)	31/03/2016	Withdrawn	0%	This milestone is to be discussed with the Executive prior to any work commencing.
Support young people to overcome hidden barriers into work, including developing a job readiness qualification, recognised by employers	Chris Holme (D&R), Terry Parkin (CSD)	31/03/2016	Completed	100%	Support for young people to overcome barriers and develop job readiness is in place. As well as individual mentoring work and careers guidance there are sessions in schools looking at future jobs and the changing requirements of employers. This helps young people to become aware of the skills and knowledge required by employers, enrichment activities (e.g. Positive Activities for Young People) support the young people in developing their social and cultural capital enhancing the 'soft skills' employers increasingly look for.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maximise local employment and economic benefits from the council's processes and capture the opportunities	Cabinet Member for Work & Economic Growth Chris Holme (D&R)	31/03/2016	Completed	100%	Secured Ongoing Economic Benefits from the procurement and planning procedures. Economic Development restructure has now appointed an Economic Benefits Manager to focus and increase the volume of this work in 2016/17.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement cross Council communication to monitor and report on collective economic outputs	Chris Holme (D&R)	31/03/2016	Completed	100%	Cross council monitoring group formed and seeks to collaborate on different outputs for local people. Vacancies and opportunities shared and disseminated. Joint monitoring in place with further development being explored.
Implement economic benefits protocols through procurement processes	Chris Holme (D&R)	31/03/2016	Completed	100%	Benefits secured through large procured contracts. Monitoring of existing delivery including Decent Homes contracts. Work continues to produce Economic Benefits through the procurement system. Recruitment of new staff resource in April 2016 to focus on Economic Benefits increases going forward.
Continue to embed London Living Wage as a requirement in contracts, throughout the Council's supply chain	Zena Cooke (RES)	31/03/2016	Completed	100%	Application of London Living Wage is embedded within the councils procurement procedures and considered on all applicable contracts.. At the end of March 2016 approximately 97% all applicable contracts now include London Living Wage.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Women and Health employment programme focusing on the priority of maternity and early years	Cabinet Member for Work & Economic Growth Chris Holme (D&R)	31/03/2016	Completed	100%	Women and Health programme being delivered. Events with disadvantaged groups including Discretionary Housing Payment (DHP) recipients, Ethnic minority women (Somali and Bangladeshi). Placements focusing on Health and Childcare sector work.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Quarterly steering group meetings	Chris Holme (D&R)	31/03/2016	Completed	100%	Quarterly group meetings held with invited employers and partners as part of the development of placements.
Mid-term review to identify further developments required	Chris Holme (D&R)	31/03/2016	Completed	100%	Mid term desk based review completed which identified additional opportunities and events to be held which have been successful in engaging and placing a number of participants.
Support 100 women through training courses and placements	Chris Holme (D&R)	31/03/2016	Completed	100%	138 women engaged in programme with 54 women offered placements with 50 taking up the job. A further 35 have been referred to further training provision through Idea Stores or college; 42 referred to advisory services for barriers to work and learning and 8 referred to the Troubled Families Programme of support. Next recruitment is currently in progress.
Develop progression routes for end of placement	Chris Holme (D&R)	31/03/2016	Completed	100%	Placements being developed into longer term learning and job opportunities. Worked with both employers and participants like Barts & London Trust, childcare organisations and local social care providers to identify most appropriate destinations for each client which includes subject specific FE/HE course, apprenticeships, shorter sector specific training courses and job vacancies.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Optimise use of existing funding and maximise prospects for future funding of the third sector	Deputy Mayor for Education & Children's Services & the Third Sector Steve Hill (RES)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Launch and administer ongoing Mayor's Community Events funding programme	Steve Hill (RES)	30/04/2015	Completed	100%	Completed for 2015/16.

Launch inward investment strategy and action plan	Steve Hill (RES)	30/04/2015	Completed	100%	The development of an inward investment strategy and action plan has been incorporated within the VCS strategy action plan to maximise funding opportunities for local organisations
Complete administration of 2015/18 MSG Programme	Steve Hill (RES)	30/09/2015	Completed	100%	2015-18 MSG programme completed.
Implement process for on-line submission of project monitoring reports	Steve Hill (RES)	31/12/2015	Completed	100%	MSG project monitoring reports are completed online.
Review the third sector strategy and grants process	Steve Hill (RES)	31/03/2016	Completed	100%	Third Sector Strategy fully consulted on and produced in conjunction with the Voluntary Sector.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support English for Speakers of Other Languages (ESOL) and Community Languages Provision	Deputy Mayor for Education & Children's Services & the Third Sector, Deputy Mayor Shazia Hussain (CLC)	31/03/2015	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a Skills for Life integrated framework for Idea Store Learning	Shazia Hussain (CLC)	31/10/2015	Completed	100%	
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	Completed	100%	
Remodel the Community Languages service to include attainment in English and Maths along with Community Languages	Shazia Hussain (CLC)	31/12/2015	Completed	100%	
Develop a Quality Plan for teaching and learning for Community Languages	Shazia Hussain (CLC)	31/12/2015	Completed	100%	
Strategic Priority 2.3: Manage the impact of welfare reform on local residents and maximising incomes					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Drive the ongoing partnership wide programme around welfare reform	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform, Cabinet Member for Resources Kevin Kewin (LPG)	31/03/2016	Delayed	90%	See comments below.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Roll out a communication and awareness raising programme for residents in relation to Universal Credit	Kevin Kewin (LPG)	30/04/2015	Completed	100%	Undertaken but targeted, as roll out was limited. We will continue as roll out expands.
Develop local support and triage arrangements	Kevin Kewin (LPG)	30/09/2015	Completed	100%	DHP Protocol in place to establish referrals and contact.
Ensure integrated local support for the roll out of U	Kevin Kewin (LPG)	01/03/2016	Completed	100%	Delivery Partnership Agreement with JCP signed and in place to deliver local support.
Develop activity to support disabled residents with transition to Personal Independence Payments	Kevin Kewin (LPG)	31/03/2016	Delayed	90%	Delayed due to reversal in government proposals related to disability benefits. Revised activities to be developed to support disabled residents affected by Welfare Reform in 2016/17.

Ensure that THHF receives timely reports and contributes towards the Council's Welfare Reform Task Group	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	A representative from the Affordable Housing and Partnerships Team attends this group. The THHF Representative on panel reports back to THHF Executive and sub groups.
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Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Digital Inclusion Strategy	Deputy Mayor (Statutory) Housing, Faith Communities and Welfare Reform, Cabinet Member for Resources Kevin Kewin (LPG)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Launch event for Digital Inclusion Strategy to raise awareness	Kevin Kewin (LPG)	31/05/2015	Completed	100%	The launch of the Strategy was held during Spring Online week in April.
Oversee implementation of the Digital Inclusion Action Plan	Kevin Kewin (LPG)	31/03/2016	Completed	100%	Digital Partnership Meeting Group have been undertaking activities as per the action plan. This includes commissioning support for third sector organisations and residents.
Review options to complete issue of procurement of WIFI provision contract	Chris Holme (D&R)	31/03/2016	Completed	100%	Initial options considered, consultants appointed to formalise options paper for ICT, Procurement and Economic Development progression to commissioned contracting.
Strategic Priority 2.4: Fostering enterprise and entrepreneurship					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support local businesses through information sharing, training and events	Cabinet Member for Work & Economic Growth, Chris Holme (D&R)	31/03/2016	Delayed	91%	91% of in year milestones complete and extensive work carried out with local businesses, building stronger partnerships, sharing key information on local and national activities and endeavours through publications and at events. However, GLA delays to finalising the grant agreement has put on hold procurement activities thereby delaying delivery of specific training and development programmes with a focus on supply chains and new enterprise.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Identify independent panel and first cohort of entrepreneurs	Chris Holme (D&R)	30/09/2015	N/A	0%	This was a part of the New Enterprise Support project, but the Council Commissioners have required that, instead of providing this service in house we should contract with an external organisation to do so. This milestone has therefore been superseded by alternative instructions. An external organisation will be procured to deliver a new entrepreneurship course with grant making elements, this is in progress.
Implement New Enterprise Support training programme	Chris Holme (D&R)	31/03/2016	Delayed	75%	Overdue because of delays to GLA finalising grant agreement and delays in procurement of training providers.
Procurement of supply chain contracts	Chris Holme (D&R)	30/09/2016	Delayed	75%	Overdue because of delays to GLA finalising grant agreement and delays in procurement of Supply Chain contractors.
Implement the supply chain development programme	Chris Holme (D&R)	31/03/2016	Delayed	75%	Overdue because of delays to GLA finalising grant agreement and delays in procurement of Supply Chain contractors.
Distribute e-news sheet to businesses	Chris Holme (D&R)	30/06/2015	Completed	100%	The e-news sheet has been completed and distributed
Distribute further 2 quarterly e-info sheets via Tower Hamlets business database	Chris Holme (D&R)	31/03/2016	Completed	100%	The e-news sheets have been completed and distributed
Develop strong partnerships with businesses and develop options for events to promote and consult local businesses.	Chris Holme (D&R)	31/12/2015	Completed	100%	A number of events have taken place, together with regular communications with LBTH businesses
Promote social enterprises and co-operatives	Chris Holme (D&R)	31/03/2016	Completed	100%	This is happening on an on-going basis, and will be a specific feature of the implementation of the New Enterprise Support programme

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop a refreshed Economic Growth Strategy including new Enterprise and Employment Strategies	Chris Holme (D&R)	31/03/2016	Completed	100%	Reviews taken place to develop the future ideas on partnerships, delivery methodology, business engagement and cross departmental collaboration plans. This work will be brought together to input into the newly introduced idea of a Growth Strategy.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Explore start-up centres to nurture new businesses and creative industries in empty council / office buildings	Chris Holme (D&R)	31/03/2016	Completed	100%	Ongoing, e.g. as part of discussions around funding bids for Whitechapel and Growth Sectors workspace activity.
Develop draft Employment and Enterprise elements for the Strategy	Chris Holme (D&R)	31/03/2016	Completed	100%	Comprehensive review of employment taken place and a new Economic Assessment has been completed for the borough. This demonstrates the latest trends of a 25% growth in TH 2009-2014. This compares to 22% in the Growth borough group; and 14% for London as a whole. Alongside this work and that of the 6 Growth Boroughs Convergence strategy, Growth sectors have been identified for the future. Further detail is being developed on business and enterprise supply chain and clustering. All information will be brought together as part of the newly introduced task to combine a regeneration strategy with the revised Employment & Enterprise Strategies to form a "2016-2021 Growth Strategy".
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop opportunities for growth and sustainability in local commercial districts	Cabinet Member for Work & Economic Growth, Chris Holme (D&R)	31/03/2016	Delayed	60%	Due to delays in GLA finalising grant agreement and staff resources as a consequence of delays to Economic Development restructure. The preparatory work for this activity has been completed. Some staff resources are in place and other are being recruited. Full delivery of the activity cannot complete until the GLA finalise the grant agreement (significantly delayed by the GLA). A draft of the agreement was received last month.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review economic information for business areas	Chris Holme (D&R)	30/09/2016	Delayed	50%	Due to delays in GLA finalising grant agreement and staff resources as a consequence of HR delays to ED restructure.
Develop High Street indicators	Chris Holme (D&R)	31/02/2016	Delayed	50%	Due to delays in GLA finalising grant agreement and staff resources as a consequence of delays to ED restructure.
Develop Healthy High Street policy and take action to restrict pay day loan companies and betting shops	Chris Holme (D&R)	31/03/2016	Delayed	50%	Due to delays in GLA finalising grant agreement and staff resources as a consequence of delays to ED restructure.
Work with local residents and traders to develop a vision for high streets/town centres in Roman Road West, Watney Market, Chrisp St, Brick Lane, Bethnal Green Rd and Whitechapel, including exploring what resources are required for implementation	Chris Holme (D&R)	31/03/2016	Delayed	50%	Due to delays in GLA finalising grant agreement and staff resources as a consequence of delays to ED restructure.
Develop a shop local campaign	Chris Holme (D&R)	31/03/2016	Completed	100%	Development complete and funding approved for delivery in 16/17.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work collaboratively across London to enhance investment and opportunity	Mayor, Chris Holme (D&R)	31/03/2016	Completed	100%	Economic partnerships across East London, North London and Central London promoted to explore funding and investment options. LBTH has secured £2.4m as part of the Growth Borough partnership and £8.5m ESF programme for Employment & Skills. An additional £19,900 has been secured from JCP Flexible support funding with twelve further funding streams still being explored.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Engage with and develop any appropriate proposals for growth alongside the London Local Enterprise Panel	Chris Holme (D&R)	31/03/2016	Completed	100%	Continuing work with Growth Borough Unit to secure European funds. Ongoing discussion with London Local partnership and LEP on Devolution agenda.
Secure inward investment by delivering contractual arrangements with organisations across borough boundaries or external to the borough	Chris Holme (D&R)	31/03/2016	Completed	100%	LBTH has secured £2.4m as part of the Growth Borough partnership and £8.5m ESF programme for Employment & Skills. An additional £19,900 has been secured from JCP Flexible support funding with twelve further funding streams still being explored.
Engage with, and promote, partnership arrangements including the Growth Boroughs unit	Chris Holme (D&R)	31/03/2016	Completed	100%	LBTH continues to work with the Growth Borough Unit and is exploring additional input through 10 borough North and East London 'Local London' devolution partnership and across central London partnerships.
A Safe and Cohesive Community					
Strategic Priority 3.1: Focus on crime and anti-social behaviour					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the partnership 'Violence Against Women & Girls' (VAWG) programme	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	20/12/2015	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Recruit and train 25 professional & community VAWG Champions	Andy Bamber (CLC)	30/06/2015	Completed	100%	2 Community Champion training sessions arranged. 5 professional Champion Training sessions delivered. 49 professional VAWG Champions recruited.
Deliver 12 multi-agency VAWG training sessions	Andy Bamber (CLC)	30/09/2015	Completed	100%	25 multi agency training sessions delivered and 13 tailored training sessions.
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	Completed	100%	All TPR Centres received refresher training and VAWG training has been incorporated.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Tackle and prevent hate crime through a zero tolerance approach	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	31/03/2016	Completed	100%	100% of hate incidents requesting support received support and 100% of HIP cases actioned.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure quarterly steering groups are up and running for all existing (11) third party reporting sites with all sites making referrals	Andy Bamber (CLC)	30/06/2015	Completed	100%	Quarterly No Place for Hate Forum exists and is ongoing where TPR Centre leads are invited. Participating centres have been retrained and referral received.

Establish four new operational third party reporting centres	Andy Bamber (CLC)	31/12/2015	Completed	100%	Centres have been retrained and launched at a conference on 19/03/15 and expressions of interest invited from new organisations. A new reporting centre has been set up at Maryam Women's Service at East London Mosque.
Review and re-launch No Place For Hate pledge and Hate Crime Champions project	Andy Bamber (CLC)	31/03/2016	Completed	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Manage the night time economy	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety Andy Bamber (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop and provide an inspection programme for late night inspections	Andy Bamber (CLC)	30/04/2015	Completed	100%	Inspection plan completed and ongoing.
Extend the pilot Best Bar None scheme from the Brick Lane area across the borough	Andy Bamber (CLC)	31/10/2015	Completed	100%	Programme extended with 20 new applicants.
Complete the annual review of the statutory Food Law Enforcement Plan	Andy Bamber (CLC)	31/12/2015	Completed	100%	Sign off with Cabinet on 6/6/15.
Carry out a programme of joint inspections at licensed premises with the Police	Andy Bamber (CLC)	31/03/2016	Completed	100%	Joint visits undertaken and tasked through the Licensing Enforcement Forum.
Develop an options appraisal on the introduction of Early Morning Restriction Orders (EMROs)	Andy Bamber (CLC)	31/03/2016	Completed	100%	
Develop an options appraisal on the introduction of a Late Night Levy (LNL)	Andy Bamber (CLC)	31/03/2016	Completed	100%	Options have been developed in discussion with Lead Members.
Undertake a review of our enforcement instruments and powers to investigate further ways to reduce negative impacts of the night time economy and take firm action against irresponsible businesses	Andy Bamber (CLC)	31/03/2016	Completed	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
With our partners, deliver the Partnership Community Safety Plan	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the strategic review and equality analysis of Crime and ASB	Andy Bamber (CLC)	28/02/2016	Completed	100%	Whilst reviewing the content of the CSP Strategic Assessment, the CSP reviewed the CSP Plan and its current Priorities on 27th January 2016 as part of its Statutory Duty to do so annually. The current CSP Plan 2013-16 has been extended by 1 year so that it expires on 31st March 2017, remaining aligned with MOPAC Police and Crime Plan. This extension to 31st March 2017 and updated CSP Priorities for 2015/16 were ratified by Full Council on 23rd March 2016.
Annual review of the Community Safety Plan	Andy Bamber (CLC)	31/03/2016	Completed	100%	

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with the Police and Mayor for London to effectively combat crime and ASB	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Further increase the number of Tower Hamlet Enforcement Officers (THEO) through generic working practices and by combining all uniformed enforcement activities within Safer Communities	Andy Bamber (CLC)	31/03/2016	Completed	100%	
Undertake a review of the deployment and performance of the Partnership Police force and future options	Andy Bamber (CLC)	31/10/2015	Completed	100%	An options paper has been presented to the Mayor resulting in an outcome to grant PTF 3 which will be made of 5 Police Constables and 1 Sergeant.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with partners in the community to target resources to reduce crime and tackle ASB	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review the current ASB and Noise Nuisance service to ensure it provides a 24 hour weekend service, with options for developing a 24/7 service	Andy Bamber (CLC)	31/03/2016	Completed	100%	Growth bid approved by Full Council
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	Completed	100%	
Deliver phase two of the street lighting improvement programme replacing a further 500 columns including brighter, low energy LEDs	Simon Baxter (CLC)	31/03/2016	Completed	100%	
Work with residents and partners to develop local safety area action plans for crime hotspots; at least one Local Area Action Plan completed	Andy Bamber (CLC)	31/03/2016	Completed	100%	

Strategic Priority 3.2: Reduce fear of crime					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Review and improve the responsiveness and visibility of local ASB services	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Appoint a Command and Control Project Manager with project plan developed	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Implement restructure recommendations with a new joint Responsiveness and Investigation team	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Develop new case management procedure manual and implement Civica improvements with training provided to staff	Andy Bamber (CLC)	30/09/2015	Completed	100%	
Develop Command and Control system within the Council's 24-hour Control Centre to join together all enforcement and ASB responsive services to better coordinate action	Andy Bamber (CLC)	31/03/2016	Completed	100%	
Develop dog handler patrols (K9) and noise nuisance response to target identified crime & ASB hot-spots, and improve responsiveness and visibility	Andy Bamber (CLC)	31/03/2016	Completed	100%	
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	Completed	100%	
Complete a review of the Council and wider Partnership approach to tackling ASB	Andy Bamber (CLC)	31/03/2016	Completed	100%	
Strategic Priority 3.3: Foster greater community cohesion					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Strengthen Community Leadership to enable key individuals and organisations to challenge extremist ideology	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC)	31/03/2016	Completed	100%	8 community projects were commissioned and 7 of these fully delivered in 2015-16.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Continue to commission London Tigers to deliver theological intervention service, identifying and supporting young people at risk through workshops and one to one mentoring	Andy Bamber (CLC)	31/07/2015	Completed	100%	Project completed and delivered
Develop the 6 th form working group to roll out school teaching curriculum materials to help safeguard young people from radicalisation and extremism with all schools	Andy Bamber (CLC)	31/12/2015	Completed	100%	Prevent curriculum materials have been developed by the Prevent Education Officer and agreed by the 6th form working group. The materials are now being rolled out to schools across the borough.

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	Withdrawn		Preparatory work was undertaken by officers to support Faith Associates in developing the course, however, as a consequence of the late confirmation from the Home Office of the grant funding for this project Faith Associates were unable to proceed with delivery.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support a thriving local cultural offer	Cabinet Member for Culture Shazia Hussain (CLC),	31/11/2015	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete a review of the options for returning 'Old Flo' back to the borough	Shazia Hussein (CLC)	30/11/2015	Completed	100%	Options presented for procurement agreed with Mayor
Explore with schools options to enable young people to visit a museum / art gallery	Shazia Hussein (CLC) / Terry Parkin (CSD)	31/03/2016	Completed	100%	Schools regularly attend cultural places. Children in all our primary schools will visit a museum or art gallery as part of our work with cultural partners.
Promote the borough's cultural offer through a cultural communications campaign	Shazia Hussein (CLC) / John Seekings (LPG)	31/11/2015	Completed	100%	A communications campaign for the borough's cultural offer has been developed and communications continues to work with the service to promote key cultural events including the Mela, Altab Ali Day and plans for the opening of Poplar Baths.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Celebrate our diversity with community events	Cabinet Member for Culture Shazia Hussain (CLC), Kevin Kewin (LPG)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Deliver or support at least one community event every month.	Shazia Hussain (CLC)	31/03/2016	Completed	100%	
Deliver a programme of events which celebrate the diversity of the local community including: Black History Month		30/09/2015	Completed	100%	In 2015 there were a total of 91 events in the brochure in terms of calendar dates; these includes some activities which are repeated each week throughout October. 41 of the events listed in the brochure are arranged by Tower Hamlets Council, either Libraries and Idea Store activities, Local History & Archives events, Youth Arts focussed activities ('A' Team) and an exhibition at the Brady Arts Centre. Of the remaining 50 or so events, there are 30 separate external organisations who have participated, at least 9 of which have taken part for the first time in 2015. This is an increase in the number of events overall compared to 2014 (79) and the number of external organisations taking part in 2014 (20).
Interfaith Week	Kevin Kewin (LPG)	30/11/2015	Completed	100%	An event took place for interfaith week on 19th November and was hosted by the Tower Hamlets Interfaith Forum. London Tigers ran this event as part of their work commissioned by the One Tower Hamlets (OTH) Team. RE Today supported the event with a range of work in schools as part of their commissioned work from the Corporate Strategy and Equality Team.
International Day for Disabled People		31/12/2015	Completed	100%	Three events took place as well as a series of pop up market stalls. Tower Project were commissioned by the Corporate Strategy and Equality team within the Council to deliver this.
LGBT History Month		20/02/2016	Completed	100%	109 people attended a total of 3 event that were organised by ELOP as part of a commissioned project to deliver LGBT event throughout the year.
International Women's Week		31/03/2016	Completed	100%	18 events took place for International Women's Week supported by Alternative Arts.
Deliver and promote Altab Ali Day	Shazia Hussain (CLC)	31/12/2015	Completed	100%	Event programme developed and took place on the 4th May 2016.
Review the arrangements for the Mela, including its location	Shazia Hussain (CLC)	31/01/2016	Completed	100%	Mela has been brought in house and confirmed to take place at Weavers.

Review the provision and location of the firework displays	Shazia Hussain (CLC)	31/03/2016	Completed	100%	A tendering process for the Firework display in Victoria Park has been completed and the company "Titanium", who have produced the opening of the Rugby World Cup, London New Years and many other large events have been appointed.
A Healthy and Supportive Community					
Strategic Priority 4.1: Reduce health inequalities and promote mental and physical wellbeing					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Ensure every child has a healthy start	Deputy Mayor for Education & Children's Services & the Third Sector, Cabinet Member for Health & Adult Services (Public Health, Adults' Services Directorate)	31/03/2016	Completed	100%	Activity complete, with the exception of receiving data about dental decay in children.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Increase the number of parents and carers with good physical and mental health before, during and after pregnancy	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	New parent and infant wellbeing ('Better Beginnings') programme has been commissioned. Four contracts have been awarded. The mobilisation phase is now complete (there was a delay due to Ramadan and school summer holidays). Recruitment of the first batch of peer supporters is now complete. A programme of training is in place. Following two completed training sessions, we have a total of 26 local parents / carers who have been trained as peer support workers and a third training session starts in April 2016. The multi-agency steering group is established and meets regularly. An evaluation framework has been agreed.
Successfully bring the commissioning of early years (0-5) public health services into the local authority.	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	Additional funding was secured to cover premises costs. 'Deed of Novation' was agreed and signed off by NHS, Barts Health NHS Trust and the Council. The contract for the Health Visiting Service and a Family Nurse Partnership was 'novated' as it sat with NHS England until 1st October 2015 when commissioning responsibility passed to the Council's Public Health team. The contract for 2016/17 was tendered out for procurement and two contracts have been agreed 1. GP Care Group CIC for the Health Visiting service and 2. Compass Wellbeing CIC for the Family Nurse Partnership (intensive support for first time teenage parents and their families during pregnancy and the first two years of the child's life).
Increase the percentage of children achieving good levels of development at the end of reception	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	Early Years are crucial to a child's chances of later success. Public Health and Early Years are strengthening partnership working. Five cohorts of early years practitioners and Health Visiting Service staff will be offered a rolling programme of training. We have exceeded the minimum expectation for 2015 - we achieved 61.6% GLD compared to last year's 55% (6.6 percentage points increase).
Achieve an increase in the number of 0-5s who are breast fed and establishing of health eating habits	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	A new 3 year contract for active play and healthy eating has been awarded and mobilised, with 159 0-4 year olds and their parents/carers participating and 139 completing a 6 session course. The programme targets children from vulnerable families to support healthy eating, and encourage active play. This contributes to overall early child development and a child's health, including reducing the longer term risk of obesity.
Reduce dental decay in 0-5 year olds	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	The percentage of children aged 5 years old with dental decay has fallen from 45.9% in 2012 to the current figure of 35.5%. This suggests that the oral health programmes particularly the fluoride varnish programme which is targeted at the group is having the desired effect. Fluoride varnish programme has been delivered to nursery and primary schools. 'Brushing for Life' programme has been delivered by the health visiting team.

Increase 0-5s developing physically and socially through play	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	A new 3 year contract for active play and healthy eating has been awarded and mobilised. The programme of action targets children from vulnerable families to support healthy eating, and encourage active play. This contributes to overall early child development and a child's health.
Increase the number of 0-5s living in environments free from the health harms of alcohol, tobacco and drugs	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	Routine CO monitoring has been implemented into the Barts maternity service for all pregnant women attending booking in appointments. This work received an award for innovation from the Clinical Senate in March 2016. Referrals of pregnant smokers have now tripled (Q3 data, 2015/16) compared to the same time period in 2014/15. Work continues to improve identification of parents engaged in substance misuse treatment (ie using drugs / alcohol and accessing help). This number is increasing with 813 individuals living with children under the age of 18 accessed drug / alcohol treatment services in 2015
Improve the rate of 0-5 year olds who are fully immunised	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	During 2014/15 there was a drop in the coverage levels for the child immunisation programme – during 2015/16 coverage has increased as follows: a) 1st yr: DTaP/IPV/Hib 95.7% (Mar 16) 94.3% (Mar 15) b) 2nd yr: MMR 1 93.1% (Mar 16) 89.4% (Mar 15) c) 5th yr: MMR: 2 93% (Mar 16) 91.4% (Mar 15) Population and targeted communications campaign has been undertaken to improve uptake of childhood immunisations. Recovery plans have been implemented in primary care. Additional immunisations undertaken in primary care. Immunisation rates amongst 0-5's year olds has increased with herd immunity levels reached in a number of primary care networks.
Undertake a 'beginning of life review' of all services to improve integration and outcomes for early years' health	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	The review of Early Years Service / beginning of live review was completed in September 2015. Subsequent to that, the review of Children Centres services was externally commissioned and completed in Dec 2015. As a result, the EYS will be restructured in line with Local Authority procedures, over the next 6 months.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support children to live healthier lives	Deputy Mayor for Education & Children's Services & the Third Sector, Cabinet Member for Health & Adult Services Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	This Activity is now complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Undertake a campaign to ensure children are registered with a GP and dentist	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	The Chief Operating Officer for the THCCG, and the Director of Public Health submitted a paper to the Health & Well-being Board in late 2015 about this milestone and GP registration. An ongoing campaign is underway to ensure that children are registered with a GP and a dentist.
Mobilise School Health (nursing) Contract	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	A new contract has been mobilised. Before mobilisation, extensive work included sorting out premises, information systems and a new service model which was ready for implementation. Good progress has been made in implementing the new service model. This includes a named nurse for every school, closer partnership working, and training school nurses about children's emotional and health well-being needs.

Develop new specification for Healthy Lives Team	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	This has been completed. Schools have signed up to the new specification. This includes: a) integration of oral health programmes, b) taking a holistic approach to Healthy Eating, and c) mindfulness training in schools in Tower Hamlets for children aged 12-16 years. This is seen as a key developmental window for self-regulation and a period when young people need to negotiate many academic and social stressors for the first time. Mindfulness based interventions in schools appear to have some promise for addressing this. Programme will in the first instance allow a cohort of teachers and other relevant professionals to participate in a recognised mindfulness intervention, subsequently followed by 'train the trainer' sessions, in order for teachers to be equipped to deliver sessions to students.
Implement and deliver Healthy Schools Programme	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	Tower Hamlets currently has the highest number of gold, silver, and bronze GLA Healthy School Awards across London. "Mental Health Training and Transformational change programme" is delivered to school nurses and nursery nurses to help them develop skills and confidence in promoting emotional wellbeing and good mental health in Children and Young People. Will be achieved through providing both training and supervision. Tower Hamlets holds the highest figures in London for all three awards: >86% of schools in Tower Hamlets hold the Healthy Schools London Bronze Award >27 schools in Tower Hamlets hold Healthy Schools London Silver Awards >7 schools in Tower Hamlets hold the Healthy Schools London Gold Award.
Continue enforcement of underage sales of tobacco and alcohol	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	Public Health commissions enforcement actions through the tobacco control alliance service contract with CLC. Work undertaken has included sniffer enforcement work on illegal / illicit tobacco. The awareness campaign continues.
Develop the School Health Forum	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	A new forum has been established. It meets termly during the academic year. Feedback from participants has been positive. The three thematic meetings during 2014/15 were: a) scoping the role of the group, b) children and young people's emotional health and c) wellbeing and healthy weight.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Support adults to live healthier lives	Cabinet Member for Health & Adult Services, Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	This Activity is complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement redesigned adult weight management programme	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	New contracts have been mobilised and delivery commenced from January 2016.
Implement and evaluate the health trainers programme	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	Annual review completed, found to be satisfactory and health trainer programme contracts renewed.
Provide universal and targeted tobacco cessation with focus on high prevalence groups	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	Cessation services continue to be provided through council commissioned services in Primary Care and specialist services. Cessation services are being widened and embedded into other PH contracts and a core part of 'Making Every Contact count' initiative. Tobacco awareness campaigns has been delivered throughout 2015/16.
Increase the identification of Sexually Transmitted Infections (STIs) and HIV; increase the uptake of contraception; and continue to develop integrated sexual health pathway.	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	STI screening is provided through primary care, community and acute providers including pharmacies, and G.P's. There continues to be an increase in identification of STIs with effective treatment. Awareness campaigns delivered throughout 2015/16. This is ongoing work.
Deliver the NHS Health Checks programme with a particular focus on monitoring equity and responding to inequalities in access	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	An equity analysis has been undertaken by CEG, which showed that uptake of the programme is representative of our population. We have reviewed contracts to made adjustments to incentivisation metrics for next year.

Reduce undiagnosed hepatitis B and C through awareness raising	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	Love your liver awareness campaigns undertaken in Idea Store; funding bid for increased case finding in acute settings developed and successful. Funding for pilot study of case finding of HIV, Hep B & C secured and being implemented. Funding will end Sept 2016 and subject to be successful should be considered for mainstreaming by NHS E & NHS CCG.
Develop our approach to 'Making every contact count' in health and social care consultation with emphasis on prevention and self management of conditions	Somen Banerjee (PH, ASD)	30/09/2015	Completed	100%	This programme focuses on prevention rather than self-management. This year we are exploring ways of mainstreaming last year's pilot with Adults and Children's services. We are piloting the programme with wider council services and partners, and piloting an approach within health services. Areas of further development identified: joint working across THIPP, and embedding within Vanguard programme.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Making Tower Hamlets a healthier place to live	Cabinet Member for Health & Adult Services, Somen	31/03/2016	Completed	100%	This Activity is complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Continue to work around the Local Development Framework to ensure development maximises potential health gains	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	Public Health and Development & Renewal work with the Local Plan team to ensure that health provision and facilities is factored into any housing/residential development scheme plans. Health considerations has been integrated into the Local Development Framework.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Promote positive mental health and wellbeing across the council and community	Deputy Mayor for Education & Children's Services & the Third Sector, Cabinet Member for Health & Adult Services Luke Addams/Karen Sugars (ASD)	31/03/2016	Delayed	92%	Most of this Activity is complete, except one which is a 3 year strategy.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Review the current community pathways for older adults with a functional mental health problem	Luke Addams/Karen Sugars (ASD)	30/06/2015	Overdue	50%	A review of inpatient provision for this group was undertaken and proposals put in place. There is an intention to review how well the functional older adults community teams should work in the context of the new integrated care teams. This review will take place in the latter half of 2016/17 as system needs to be more stable before reorganisation of functional older adult community teams is undertaken, particularly in terms of: 1. Integrated care structures are still forming, 2. Community Health Services re-commissioning, 3. functional older adult inpatient redesign will be fully implemented in 2016/17.
Develop and implement a refreshed service model for child and adolescent mental health services, including promoting mentoring and counselling in schools	Karen Sugars (ASD), Nasima Patel, Terry Parkin (CSD)	30/09/2015	Completed	100%	We now have a CAMHS Joint Transformation Plan. This was agreed by the Health & Wellbeing Board on 17th November January 2015. This is a 3 year plan which includes many activities designed to improve children and young people's mental health. As part of this plan 12 schools have participated in a national pilot providing training and development aimed at improving understanding and awareness of mental health and improved working relationships with specialist CAMHS. A further 12 schools will soon be receiving similar training. ELFT have a named link worker for each secondary and specialist school, and two for all primaries and this is already enabling improved referrals and joint working. Young Minds are running free awareness training for governors.

Develop a family orientated approach to mental health across the partnership for parents with a mental health problem	Karen Sugars (ASD) Nasima Patel (CSD)	31/12/2015	Completed	100%	Children's Commissioning and Tower Hamlets CCG currently joint commission Family Action to deliver Building Bridges and the Family Visiting Service. Family Action Building Bridges Services works with parents / carers with enduring mental health difficulties including bi-polar affective disorder, schizophrenia, post traumatic stress disorder and depression-related illnesses, who have responsibility for the well-being of children. The preventative service seeks to maintain the care of children in their own families and give emotional support, promoting positive attachments between family members. The Family Visiting Service provides a safe space for with parents / carers with enduring mental health difficulties to have supervised visits with their children. These services are currently being recommissioned
Review the design of support for people with a dual diagnosis including a serious mental illness and a substance misuse and/or alcohol problem	Luke Addams/Karen Sugars (ASD)	31/03/2016	Completed	100%	This review has been completed by the Drugs, Alcohol and Action Team (DAAT). A redesigned service has recently been procured and will start later this year.
Strengthen preventative strategies to increase emotional resilience and provide advocacy	Luke Addams/Karen Sugars (ASD)	31/03/2016	Completed	100%	The Council's Promoting Independence Strategy seeks to maximise independence and minimise long term dependence. In particular universal and preventative services aim to support people to live their lives as independently as possible in the community and include a wide range of services such as this service. In line with the Government and local priorities, 'No Health Without Mental Health', and the requirements of the Care Act 2014, the Council and the Tower Hamlets CCG Mental Health Partnership promotes the ethos of independence, choice and control by the provision of IMHA and Mental Health Advocacy Service in Tower Hamlets. The Service aims to empower people in need of mental health services in Tower Hamlets to access services and challenge discrimination by providing information and advocacy support, thus enabling informed choices and taking action to secure their rights to access services they need, including treatment and care.
Implement the Mental Health Strategy in partnership with the NHS	Karen Sugars (ASD)	31/03/2016	Completed	100%	This is a 3 year strategy which is in its last year, and due to be completed in 2017. Strategy progressing as expected at end of first year.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve early detection and awareness of long-term conditions and cancer	Cabinet Member for Health & Adult Services Karen Sugars, Somen Banerjee (PH, ASD)	31/03/2016	Delayed	90%	This Activity is almost complete. Awaiting publication of data for one milestone. The 62/7 cancer target was achieved for Q3, we will await data for Q4 (will be available early summer). Progress with the RAP has been excellent with the Trust demonstrating good grip on all actions. Detailed tracking of the PTL and excellent clinical engagement continue to drive good progress. The CCG will continue with speciality deep dives for the challenged specialities – Head and Neck, Lung, Colorectal, and Urology.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop our approach to 'Making every contact count' in health and social care consultation with emphasis on prevention and self management of conditions	Somen Banerjee (PH, ASD)	30/09/2015	Completed	100%	This has been completed. NHS Healthchecks are identifying undiagnosed cases of diabetes and hypertension. Public Health are working with the CCG on a early detection programme. Commissioned programmes are being delivered to raise awareness about symptoms of cancer. This is to increase self-knowledge about symptoms to improve early detection. The CCG are the key service providers for this area.
Increase the uptake of breast, bowel and cervical screening	Somen Banerjee (PH, ASD)	31/03/2016	Delayed	90%	The results of the recovery plan for breast screening will not be available until the next screening round. Bowel cancer screening is under review. Awaiting publication of data by the NHS.

Improve cancer waiting times so that residents do not wait longer than 62 days from urgent GP referral for suspected cancer to first treatment	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	The 62/7 cancer target was achieved for Quarter 3. Awaiting data for Quarter 4. Progress has been good, with the Trust demonstrating good grip on all actions. Detailed tracking of the Priority Treatment List and excellent clinical engagement continue to drive good progress. The CCG will continue with speciality deep dives for the challenged specialities – Head and Neck, Lung, Colorectal, Urology.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Use Public Health expertise within the Council and Partnership-wide approach to reduce health inequalities for all sections of the community	Mayor, Cabinet Member for Health & Adult Services Somen Banerjee (PH, ASD), Andy Bamber (CLC), Shazia Hussain (CLC), Simon Baxter (CLC)	31/03/2016	Delayed	97%	The Partnership Substance Misuse Strategy has been written and is proceeding to Cabinet for adoption.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a new Partnership Substance Misuse Strategy for 2016-2018	Andy Bamber (CLC)	31/03/2016	Delayed	90%	A draft strategy has been produced and consultation has now concluded. The strategy has been presented to DMT and to CMT on 4th May. It will be presented to MAB on 28th of June, after which it will proceed through to Cabinet and Council for adoption.
Deliver a community led healthy walks programme	Shazia Hussain (CLC) / Somen Banerjee (PH, ASD),	31/03/2016	Completed	100%	Public Health fund this activity which is delivered by CLC. Parks will carry out a review of existing walks and past schemes in order to inform the development of walks across the borough, both group opportunities and individual routes with information points.
Consult with stakeholders, as part of the refresh of the Health and Wellbeing Strategy	Somen Banerjee (PH, ASD), Kevin Kewin (LPG)	31/10/2015	Completed	100%	Public Health and Corporate Strategy and Equality Service have worked together to deliver a programme of consultation with board members and stakeholders in which 3 workshops were held to set priorities. In January 2016, the Health and Wellbeing Strategy 2016-2020 – vision and focus workshop was held with a follow up in March 2016. Transformational areas have been identified and board members are engaged to identify key metrics and initiatives.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Invest in the borough's leisure facilities and playing pitches	Cabinet Member for Health & Adult Services Shazia Hussain (CLC)	31/03/2016	Overdue	73%	See comments below
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the renewal of the all weather playing surface at Mile End Stadium	Shazia Hussain (CLC)	31/03/2016	Overdue	20%	Following consultation with GLL the project start date for Mile End was moved to Summer 2016 to prevent both the astro-turfs at John Orwell Sports Centre and Mile End Stadium being unavailable for public use at the same time.
Complete the sports facility improvements at Victoria Park including the changing room and cricket wicket upgrades	Shazia Hussain (CLC)	31/03/2016	Completed	100%	
Review current leisure provision and explore new facilities, including a Lido in Victoria Park	Shazia Hussain (CLC)	31/03/2016	Completed	100%	
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments

Deliver free school meals for all primary pupils in the borough	Deputy Mayor for Education & Children's Services & the Third Sector Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	All primary children have the opportunity to receive free school meals regardless of their year group through two schemes. Since September 2014, the Government's 'Universal Infant Free School Meals' scheme has been in operation providing free school meals to all infant children who are not otherwise entitled under the existing statutory free school meal scheme. Also from this date, as a result of a Tower Hamlets' initiative, all junior aged pupils are entitled to a free school meal through the Mayor's 'Universal Junior Free School Meal' scheme if they are not entitled under the existing statutory free school meal scheme. These schemes are open to all schools across the borough - including a handful which have made their own catering arrangements.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Ensure parents of children entitled to Free School Meals under the Government's national scheme continue to claim for this	Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	Schools have been provided with template letters for parents, explaining the importance to the school to continue to claim statutory free school meals if they are entitled to them as it will protect the Pupil Premium for schools. This is also promoted within the literature of the menu, where the team from the Council explain the importance of claiming the statutory entitlement. Overall this process is managed by the school and the parent.
Ensure that Free School Meals deliver the Healthy Food Standard	Kate Bingham / Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	From July 2015 - Contract Services - the in-house catering provider for all but 5 schools across the borough, have provided the 'Soil Association's Food For Life GOLD Catering Mark' meals to all primary pupils. This independent assessment is the benchmark for healthy and nutritious school meals and only a very small number of authorities have been able to achieve such a huge standard across England. Two menus a year are produced in October and April and are nutritionally analysed. So the last assessment round of menus was awarded Gold Mark.
Work with schools with a lower uptake rate in order to identify how this can be improved	Kate Bingham (Resources, ASD & CSD)	31/03/2016	Completed	100%	The Children's Food Trust (as part of the School Food Plan funding) will continue until the end of the year. The Trust supports schools with consultant visits to try and identify ways to increase uptake in the lower performing schools, though in Tower Hamlets there are very few schools that are not performing as originally anticipated. Each school catering team is supported by an experienced Catering Operations Manager from the Contract Services team. Every child is entitled to free school meal in Tower Hamlets, and uptake has been very good.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with people with drug and alcohol dependencies, commissioning effective treatment provision, to break the cycle of substance misuse	Deputy Mayor for Community Affairs and Cabinet Member for Community Safety, Andy Bamber (CLC), Somen Banerjee (PH, ASD)	30/09/2015	Overdue	90%	The process has been delayed by budget decisions, discussions relating to service specification, and a restarted PQQ process following issues with bids submitted. Legal advice being sought regarding award process. Local adult treatment population data shows that: • Around 34.8% of all clients in drug and alcohol treatment (813 out of 2,336 clients) live with children. • Around 34.9% of Opiate clients (508) live with children while the proportion of alcohol clients who live with children was noticeable higher with 41.2% (163 out of 396 clients). The DAAT team have worked with Children Social Care Services to improve the process, procedures, and make staff aware through training on indications of drug and alcohol dependencies.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments

Complete Drug & Alcohol Service re-provisioning	Andy Bamber (CLC) / Somen Banerjee (PH, ASD)	30/09/2015	Overdue	90%	Re-procurement process has been completed and recommendation for award proceeds to Cabinet on 10th May. Causes of delay have been well documented in Cabinet / Mayoral Decision papers and include; budget changes, partnership agreement, anomalies at PQQ stage etc. These have all been dealt with and following a decision at Cabinet in May, implementation of services will begin with a go-live date in September 2016.
Strategic Priority 4.2: Enable people to live independently					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Improve support to Carers	Cabinet Member for Health & Adult Services Luke Addams/Karen Sugars (ASD)	30/09/2016	Completed	100%	Whilst the milestones in this activity are complete, we do however recognise there is still work to be done to improve the experience of carers in the borough. A 2016-19 Carer Strategy is being co-produced with carers with this in mind.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Commission a suitable service that delivers carers assessments as per the Council's duty under the Care Act	Luke Addams/Karen Sugars (ASD)	30/06/2015	Completed	100%	The Carer's Centre was commissioned to deliver carer's assessment in order to comply with the Council's statutory responsibilities under the Care Act 2014. The Carer's Centre now carry out Carer's assessments to the same standard as social workers - it is a 'person centred, person led' approach. The Centre has received positive feedback to date.
Develop a new Carers Plan with monitoring mechanisms put in place	Luke Addams/Karen Sugars (ASD)	30/06/2015	Completed	100%	A new Plan for Carers 2015-16 has been developed by Adult Social Care. It sets out how adult social care will support carers between 2015 and 2016 in partnership with THCCG, third sector and others. This is now published and available on the Council's website, and monitoring mechanisms have been developed.
Work with the voluntary sector to provide employment, wellbeing and respite support for carers	Luke Addams/Karen Sugars (ASD)	30/09/2015	Completed	100%	We provide awareness raising sessions at the Carers Centre to help carers understand the support that assistive technology can give them, giving them information that will help them to engage in the assessment process. Carers have the opportunity to raise issues during their social work / carer's assessment process. The aim is to alleviate stress for carers, by helping them to maintain a good quality of life, which might include enabling them to continue working by using appropriate assistive technology. Respite support has been built into the assessment process which identifies planning for service user and carer's support needs. The Adult's Social Work Practice Framework explores respite care as part of a contingency planning process, and which facilitates the dialogue to support carers with their needs.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Enable personalised support for the borough's most vulnerable residents	Cabinet Member for Health & Adult Services Luke Addams/Karen Sugars (ASD), Shazia Hussein (CLC)	31/03/2016	Completed	100%	This Activity is complete and a great deal of work has been carried out in this area. However, we recognise that enabling personalised support is a long-term aim that will require further development. Embedding the Practice Framework as our approach to assessments in social care and offering increasingly flexible support packages through things like direct payments will continue this work.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Work with local health partners to deliver an Integrated Personal Commissioning budget for service users	Karen Sugars (ASD)	31/03/2016	Completed	100%	This is year one of a three year pilot. Year one of the pilot has been completed successfully and planning for year 2 is in progress.

Utilise the identified site to roll out an equipment demonstration centre to support independence and wellbeing	Luke Addams (ASD)	31/03/2016	Completed	100%	Plans for the Demo Centre have been developed and agreed. RCDA has been signed. Works are due to commence on the development of the Demo Centre. Building works have commenced and are nearing completion. Plans include renaming the building, and opening event. This is currently being planned and likely to have mayoral and member attendance in mid June. This is ongoing work.
Deliver new initiatives to help address social isolation and loneliness	Karen Sugars (ASD)	31/03/2016	Completed	100%	The Mainstream Grant process, under the theme - Prevention Health and Wellbeing - sought applications from Third Sector organisations based in Tower Hamlets that bring about improved health and wellbeing outcomes for vulnerable adults, including older people, and those with disabilities including mental ill health, and carers living in Tower Hamlets. It also sought to enhance the lives of people who are experiencing social isolation, or losing their independence, through the provision of services that support improved health - for instance, through activities such as healthy eating and health awareness, physical exercises and community cohesion. This is ongoing work with Public Health.
Undertake strategic review of free homecare to understand its impact in the light of the Care Act	Karen Sugars (ASD)	31/03/2016	Completed	100%	The review has been done. A Cabinet decision to consult on the introduction of a charging policy was made in January 2016. Consultation is planned for between May 2016 - September 2016. A decision will then be made for implementation.
Undertake a review of home care contracts, to consider how they can the Unison Ethical Care charter, in relation to visit times, contract type and payment for travel time	Karen Sugars (ASD)	31/03/2016	Completed	100%	A methodology for incorporating all of the requirements of the Ethical Care Charter into domiciliary care contracts was agreed with the Lead Member and Mayor in January 2016. The funding required to support this implementation was included in the budget agreed by Council in February 2016. The requirements have been built into the contractual terms and conditions and service specification against which these services are now being tendered (with new contracts effective from November 2016).
Develop and promote options to enable library access for those unable to visit in person	Shazia Hussein (CLC)	31/03/2016	Completed	100%	Idea Store "Friends & Carers" scheme developed. Consultation with older people and vulnerable users has taken place.

Strategic Priority 4.3: Provide excellent primary and community care					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop further integrated working between health, social care and housing	Cabinet Member for Health & Adult Services Karen Sugars, Luke Addams, Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	This Activity is complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Use the Health and Wellbeing Board to bring together partners to address environmental determinants of health (e.g. pollution, food environments, supportive environment for physical activity) and to continue to develop strong community networks supporting health and wellbeing	Somen Banerjee (PH, ASD)	31/03/2016	Completed	100%	This is work in progress through partnership work with the Local Plan Team. Issues have been discussed with at the Health & Well-being Board in January 2016. The LDF has been integrated in the refresh of the HWBB's Strategy document. Two emerging priorities are: 1. Creating and sustaining Healthy Places, and 2. Working with communities towards healthy living.
Define the local authority's role in the delivery of the Borough's integrated care programmes	Karen Sugars/Luke Addams (ASD)	30/09/2015	Completed	100%	The Director for ASC is putting in place a range of measures to strengthen the council's role in the delivery of the borough's integrated care programmes. These include the production of regular reports to the Departmental Management Team on key issues regarding health and social care integration being dealt with in partnerships and joint working groups, and the re-establishment of an officer-level working group, chaired by the Acting Service Head - Commissioning and Health, to oversee the delivery of the Better Care Fund within the council and plan future investment. Regular monitoring reports on the Better Care Fund will be produced for the Integrated Care Board, which oversees the BCF programme. Integrated care will likely be a "transformational area" within the Health and Wellbeing Strategy (which is currently being finalised), and is a political and CMT priority for the coming year.
Utilise the Better Care Fund to provide integrated health and social care services to service users and embed the schemes submitted to NHS England	Luke Addams/Karen Sugars (ASD)	31/03/2016	Completed	100%	An Integrated Care 'BCF & S75 agreement' paper in Feb 2015 states that the planned expenditure covered by the BCF is £21.57 million for 2015/16. The overall budget holder is the CCG. The Fund is being utilised in four main schemes: 1. a 7 day hospital discharge service; 2. on Integrated Community Teams for healthcare; 3. Rehabilitation and Re-ablement which looks at joint working with people who need both; 4. Co-ordinate Independent Living. The AT Project, funded by BCF, includes the evaluation and development of an Independent Living Service (ILS) which will look at the integration of a number of teams to rationalise processes and improve service provision, to assist service users to remain living independently in their own homes.
Develop a multi agency approach with health partners when treating service users with both mental and physical health conditions	Somen Banerjee/Karen Sugars/Luke Addams (ASD)	31/03/2016	Completed	100%	Serious Mental Illness and physical health stocktake completed jointly with CCG. Action Plan developed for implementation in 2016/17.
Explore opportunities, with housing colleagues, to tackle poor health through housing related interventions on new and existing developments	Somen Banerjee (PH, ASD)	31/01/2016	Completed	100%	A briefing paper was presented to the Health and Well-being Board in September 2015 titled 'Housing and the Integrated care agenda'. Tower Hamlets' Housing Forum has established the Health & Housing sub-group. Public Health attends these meetings and the Chair of this group is also a representative attendee at the HWBB meetings.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Care Act	Cabinet Member for Health & Adult Services Karen Sugars, Luke Addams (ASD)	31/03/2016	Completed	100%	This activity is complete and work is on-going.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the prevention and information advice requirements of the Care Act 2014 placed as a statutory obligation on local authorities.	Somen Banerjee (PH, ASD)	30/09/2015	Completed	100%	<p>Under the prevention element, a strategic approach to raising awareness among residents and commissioning services will be developed through the HWBB for the Council, Health and other partners. The commissioning service supports a range of activities to promote healthy lifestyles and reduce social isolation. These include befriending schemes, fitness and lunch clubs.</p> <p>'Making Every Contact Count' is an ongoing training programme that equips frontline staff with skills to hold conversations with people about improving their health and wellbeing, at suitable points. These could be about eating healthily, weight management, smoking cessation and other preventative measures.</p> <p>Under information, residents will have access to up-to-date information about health and social care via the corporate website. Residents will also be able to find and access health and social care services from a range of providers, through the Community Catalogue.</p>
Address the Care Act's funding reforms and implement an appropriate finance system for tracking service user spend on care services	Karen Sugars/Cath Scholfield (ASD)	31/03/2016	Withdrawn	0%	<p>Work had begun to look at the Care Act's funding reforms which sought to introduce a cap on care costs. The cap on the amount self-funders would have to contribute to their care costs was due to be introduced from April 2016. Costs were to be limited to £72,000 for over 65s and younger adults with disabilities.</p> <p>In July 2015, the Government announced its intention to postpone the implementation of these reforms until 2020, amid concerns over cost of implementation.</p> <p>Two other key reforms have also been postponed until April 2020:</p> <ul style="list-style-type: none"> •A duty on councils to meet the eligible needs of self-funders in care homes at their request and; •A more generous means test for residential care that the government estimated would have benefited an extra 23,000 people in 2016-17 alone. <p>Therefore these requirements to track service user spend for the Care Account is not needed at this stage.</p>
Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Work with partner agencies to protect vulnerable adults	Cabinet Member for Health & Adult Services Luke Addams (ASD)	31/03/2016	Delayed	60%	Whilst a number of actions have been carried out to develop our approach to protecting vulnerable adults, there have been delays with developing a protocol between the Health and Wellbeing Board and the Safeguarding Adults Board. These actions are now being progressed.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments

Ensure the Safeguarding Adults Board meets the requirements of the Care Act; publishing a 3 year Strategic Plan and Annual Report	Luke Addams (ASD)	30/09/2015	Completed	100%	The Safeguarding Adults Board has produced its Annual Report for 2014/15 has been completed and published. The Board has also produced a 4 year strategy for 2015-19 and this has also been published. It was agreed by SAB in September 2015. The business plan/work programme is delivering the strategy with work undertaken by the new SAB sub-group structure. The Annual Report for 2015/16 is underway.
Deliver a partnership wide workforce development programme to promote adult safeguarding, including e-learning and the annual safeguarding month	Luke Addams (ASD)	30/10/2015	Completed	100%	The sub-group structure of the SAB review of has been completed and the new structure has been agreed by the Board. Pan London has now been published and local procedures written to reflect it. The intranet pages on adult safeguarding have been refreshed. The safeguarding month was successfully completed and Learning & Development has scheduled Safeguarding training for 2016/17.
Continue to develop our working relationship between SAB and the HWBB; including the establishment of a written protocol	Luke Addams (ASD)	31/03/2016	Delayed	25%	The SAB lead will arrange to meet with the HWBB lead to discuss next steps.
Continue to develop the Safeguarding Adults Board role in monitoring and reviewing the multi agency response to safeguarding vulnerable adults	Luke Addams (ASD)	31/03/2016	Completed	100%	New terms of reference has been developed for the SAB. A multi agency performance monitoring and quality assurance framework has been written and agreed by the Board. The annual self-audit has been completed for member organisations
Ensure local agencies comply with the Winterbourne Actions	Luke Addams (ASD)	31/03/2016	Delayed	50%	An Annual update paper and post Winterbourne implications paper was presented to the HWBB previously in January 2015. A programme of work has been created and carried out since this time, including a Charter of Rights that was agreed in September 2015. This work was overseen by the Learning Disability Partnership Board, it should be noted that the national "Transforming Care" programme has effectively superseded Winterbourne actions as of Autumn 2015. Tower Hamlets Council and CCG are partners in the Inner North East London Transforming Care Programme along with the Councils and CCGs from Newham, Waltham Forest and Hackney and City. This programme is being overseen by the Transforming Care Partnership Board.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Provide proportionate support to vulnerable children and families	Deputy Mayor for Education & Children's Services & the Third Sector Nasima Patel (CSD)	31/03/2016	Completed	100%	This activity is complete and work is on-going.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the revised Public Law Outline and Court Work procedures to ensure that care proceedings take an average of 26 weeks	Nasima Patel (CSD)	01/06/2015	Completed	100%	We are fully compliant with the revised Public Law Outline and have revised policies and procedures to support reduction in care case duration. The average number of weeks for February 2016 was 26 weeks and the YTD average (April 2015- Feb 2016) was 29 weeks. We are fully compliant with the revised Public Law Outline and have revised policies and procedures to support reduction in care case duration. Our social work practice has developed markedly in response to the PLO changes & the Children & Families Act 2014.
Implement the use of the Signs of Safety tools to ensure that an effective risk analysis is made to enable families to receive proportionate support at an early stage	Nasima Patel (CSD)	01/06/2015	Completed	100%	Tower Hamlets, together with nine other local authorities, are working in partnership with Munroe, Turnell and Murphy (MTM) to implement the Children's Signs of Safety Practice framework. The project team is in place and funded by the DfE until March 2016. The Signs of Safety Steering Group, which is chaired by the Service Head (Nasima Patel), oversees implementation of the Framework. 80 social care staff have received advanced training and are acting as practice champions to embed the model across the service.

Fully implement the Groups, Gangs and Serious Youth Violence Strategy (GGSYVS)	Nasima Patel (CSD)	31/03/2016	Completed	100%	Recruitment for a 'Ending Groups, Gangs and Serious Youth Violence' Co-ordinator [FTC vacancy for 24 months] has been completed. The post holder started in January 2016. This post's role is to guide the priorities directed by the multi agency strategic action group that brings together all the contributing agencies to reduce serious youth violence. The Strategic Action Group has met, set itself up by developing Terms of Reference and an Action Plan to implement the Gangs Strategy. It is chaired by the DCI lead for Gangs in the Met. The reporting governance process for this Group will be through the Troubled Families Board. A resource has been identified to complete a self assessment of the Council's Partnership, recommended by the Home Office. The Strategy is also now linked with the City Of London Corporation's approach to EGGSYV. The first focus for the co-ordinator is to develop a profile of gangs in the borough- this is work in progress.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Introduce improvements to the adoption system by having a clear improvement plan and ensure the requirements of the Education and Adoption Bill are met	Deputy Mayor for Education & Children's Services & the Third Sector Nasima Patel (CSD)	31/03/2016	Completed	100%	This Bill has only just passed its second reading in the Lords. The Bill in relation to adoption states, "to make provision about joint arrangements for carrying out Local Authority adoption functions in England". There continues to be a focus on reducing time scales in relation to placing children in adoptive placements. Children continue to be "tracked" in order to ensure there is no drift in family finding or the care planning. The adoption team continue to be involved at an early stage of the child's journey. The team are using Fostering to Adoption and also Regulation 25a, giving temporary fostering status to approved adopters, to ensure placements are made without delay.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Reduce the number of children awaiting permanent adoption through adoption, special guardianship or long-term fostering	Nasima Patel (CSD)	31/03/2016	Completed	100%	All children whose care plan is adoption are currently either matched or a family identified for matching. There continues to be a strong emphasis on using consortium partners and Adoption Link for identifying families. We are clear which children are requiring adoption and are actively seeking families for them. The number of children adopted for the period Apr 2015 - March 2016 was 14, the number of children on special guardianship is 7.
Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign	Nasima Patel (CSD)	31/03/2016	Completed	100%	There are currently 5 prospective adopters in assessment and a "pool" of 4 adopters. The recruitment strategy is focussed on finding families who will consider older children, sibling groups, children with special needs and developmental uncertainty, and children from ethnic minorities, we are trying to increase the pool through a series of comms campaigns. We are working closely with the Regionalisation of Adoption Agenda.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Complete the independent review into Child Sexual Exploitation and ensure the findings of the review are implemented	Deputy Mayor for Education & Children's Services & the Third Sector Nasima Patel (CSD)	31/03/2016	Completed	100%	This Activity is complete. The CSE Review has been completed and was signed off by the Local Safeguarding Children Board in September 2015. THCSB is refreshing the CSE Action Plan to incorporate the recommendations in partnership with the LSCB CSE subgroup (strategic group).
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Increase awareness of child sexual exploitation through training and learning events	Nasima Patel (CSD)	31/03/2016	Completed	100%	The Children's Social Care CSE lead along with the Violence Against Women Group (VAWG) team has delivered a programme of CSE training, workshops, and seminars throughout the year, this schedule is ongoing. The VAWG team has developed a 'whole school' programme, working from governor level, down to parental engagement teams tackling all forms of abuse, including CSE. In the past 12 months, 350 teaching and non-teaching staff have received training on CSE, domestic abuse, forced marriage, gender, female genital mutilation and over a 1000 young people have received training and workshop on all strands of gender based violence. Safer Communities were requested to target the voluntary sector to deliver their MOPAC funded CSE training awareness training. This work is completed and ongoing due to new practice development.
Improve the identification of those vulnerable to exploitation to ensure that they are protected	Nasima Patel (CSD)	31/03/2016	Completed	100%	The Multi-Agency Sexual Exploitation Panel (MASE) was updated following the publication of the pan-London CSE Protocol and as a result of the findings of the CSE review, there is now a comprehensive CSE framework in place covering operational to strategic oversight. The operation group identify and respond to young people at risk of CSE, the data is coordinated with missing people and gangs information so that trends are analysed by the MASE panel and responded to by the LSCB strategic CSE group. In the past year, 'suspicion' referrals to the police have increased moving the borough from second lowest to fourth highest when compared to the London profile. Although this work is complete it an ongoing piece of work.
Support children / young people in a exploitative relationship to achieve positive outcomes	Nasima Patel (CSD)	31/03/2016	Completed	100%	The VAWG team have overseen a range of projects aimed at supporting young people to become peer supporters. For example, over an 8-week programme they developed a leaflet for young people that highlighted the issue of abuse covering topics such as healthy relationships, sex and consent, CSE, and Forced Marriage. Complete and ongoing due to new practice developments.

One Tower Hamlets					
Strategic Priority 5.1: Reduce inequalities and poverty					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Employ a workforce that fully reflects the community it serves	Mayor Simon Kilbey (RES)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Deliver on the Workforce to Reflect the Community targets as set by Council	Simon Kilbey (RES)	31/03/2016	Completed	100%	The majority of the targets have been achieved. The annual equalities report will identify any further areas of inequality within the workforce and identify suitable actions to address these areas that will be implemented during 2016/17.
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	Completed	100%	50 apprenticeships delivered
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	Completed	100%	The iTRES service transferred to Economic Development in D&R in Nov 15. Delivery reporting shows a 5% increase from 78% to 83% of temps were recruited from the local community. As part of the new service, the current operations and targets are being reviewed to ensure fit for purpose and alignment with the new integrated employment delivery in development.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Refresh our strategies around diversity and cohesion	Mayor Kevin Kewin (LPG)	30/06/2016	Completed	100%	Milestones complete.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop and deliver an Action Plan to ensure the Council is a supportive employer of lesbian, gay, bisexual and transgender staff and is recognised as such	Kevin Kewin (LPG)	31/03/2016	Completed	100%	The following actions were delivered in 2015/16 to ensure that the council is recognised as a LGBT inclusive employer: •delivery of LGBT awareness training for staff without computer access (July 2015); •launch of the Tower Hamlets LGBT Heroes campaign to celebrate the contributions that community leaders and council staff make in Tower Hamlets (September 2015); •commissioned a new LGBT Community Forum with a focus on improving the inclusivity and accessibility of council services.
Finalise the Single Equality Framework and develop key equality measures	Kevin Kewin (LPG)	30/06/2015	Completed	100%	Completed for 2015/16.
Refresh One Tower Hamlets vision within new Community Plan	Kevin Kewin (LPG)	30/06/2015	Completed	100%	Community Plan agreed September 2015 including activities relating to One Tower Hamlets
Establish a Cabinet Commission to develop the Council's approach to social cohesion	Kevin Kewin (LPG)	30/09/2015	Completed	100%	Deputy Mayor leading work and stakeholder seminar held September 2015. Action Plan now being developed.
Establish a Cabinet Commission to better understand and support the Somali community	Kevin Kewin (LPG)	30/09/2015	Completed	100%	Membership and ToR agreed. Broad representation on Somali reference group with agreed thematic meetings on health and wellbeing, services for young people and reducing offending, educational attainment and employment and housing and welfare reform.

Strategic Priority 5.2: Work efficiently and effectively as One Council, Work more in Partnership					
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Implement the Best Value Strategy and Action Plan <i>(other milestones are reflected within the relevant strategic priority)</i>	Mayor, Cabinet Member for Resources Zamil Ahmed (RES), Steve Hill (RES), Ann Sutcliffe (D&R)	28/02/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a corporate approach to contract management to ensure best value and effectiveness from supply chain through better relationship management	Zamil Ahmed (RES)	31/01/2016	Completed	100%	New Contacts Management guide/toolkit has been developed and finalised to strengthen contract management activities across the organisation. This went live in May with communications on the Intranet and published on the procurement page of the intranet.
Commission programme evaluations for all grant regimes to support robust evaluation of impact	Steve Hill (RES)	30/09/2015	Completed	100%	Commissioning was delayed due to legal and technical issues, but has now been completed. 10 bids received, 2 rejected, 8 evaluated, successful supplier now identified. Work expected to commence in May 2016.
Review grant monitoring activity and implement improved arrangements	Steve Hill (RES)	28/02/2016	Completed	100%	New arrangements implemented for the quarter September to December 2015. To ensure continuous improvement arrangements to be reviewed to ensure monitoring is risk based and proportionate.
Test compliance with new Asset Management Protocols	Ann Sutcliffe (D&R)	31/05/2015	Completed	100%	This is an ongoing priority at 100% complete for the year 2015/16. The relevant Asset Manager confirms compliance with the protocols on individual transactions, which forms part of the disposals process for the Council. An audit is currently in progress to test completed disposals.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Deliver the Communications Action Plan	Mayor, John Seekings (LPG)	31/03/2016	Completed	100%	Milestones complete
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Relaunch Communications Code and provide mandatory training to all relevant staff	John Seekings (LPG)	31/04/2015	Completed	100%	The Code was reviewed and agreed by CMT in April 2015 and re-launched in May. Training sessions were held with relevant Mayor's Office staff. Refresher awareness training for all staff will be undertaken this month (November).
Review of options for East End Life refreshing value for money assessment	John Seekings (LPG)	31/04/2015	Completed	100%	Review completed, submitted to Commissioners in April and subsequently shared with all members for information. An additional review was requested by the Mayor and undertaken by the Communications Team in August 2015. Both of these reviews have been made available to the LGA for consideration as part of their review of communications activity.
Develop a digital communications strategy	John Seekings (LPG)	30/06/2015	Completed	100%	Digital Communications Strategy completed.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Create an environment that fosters a healthy and effective workforce	Mayor, Simon Kilbey (RES), Simon Baxter (CLC)	31/12/2015	Overdue	78%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the process of introducing Learning Disability Champions and Mental Health First-Aiders across the Council	Simon Kilbey (RES)	30/06/2015	Completed	100%	Training sessions have been undertaken for mental health first aiders and the first cohort of Your Voice Ambassadors, which are cross directorate equalities champions, have been recruited and are active across the council.
Deliver equality (including unconscious bias) training to managers and resilience training to staff	Simon Kilbey (RES)	30/09/2015	Completed	100%	Equalities training was delivered as part of the mandatory managers essentials training within quarter 1. Additional training sessions have formed part of the corporate training programme and are delivered every quarter.
Investigate and improve surveys and data collection tools to gather quantitative and qualitative information	Simon Kilbey (RES)	30/09/2015	Delayed	50%	The workforce strategy identifies that a staff survey will be undertaken in 2016 and will identify the data to be gathered in this area.
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	Completed	100%	A number of events took place in different council buildings to promote and mark the international day of disabilities. Role models have been publicised in TH Now and voluntary groups were invited to promote their services during the events.
Achieve ISO9002 Quality Management Systems standard for the Green Team	Simon Baxter (CLC)	31/03/2016	Overdue	15%	This has been delayed to support the re-procurement of 3 contracts; Wapping Dock Realm, Weed Control Highways, Arboriculture, the contracts to commence at the end of 2016. ISO training in February 2016 with the aim to achieve ISO End of 2016 or early 2017
Review current activity and develop further proposals under the Time to Change pledge	Simon Kilbey (RES)	31/03/2016	Completed	100%	Activities have been reviewed by a cross council working party, including Public Health and Occupational Health. Further activities have been identified in the Workforce Strategy.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the strategic ICT partnership	Cabinet Member for Resources, Sean Green (RES)	30/06/2015	Completed	100%	The Strategic ICT Partnership has been independently reviewed to ensure it is fit for purpose and will meet the council's on-going and future requirements. Revisions to the existing contract have been proposed to ensure the Partnership delivers its objectives successfully. Changes to the ICT contract with Agilisys were signed off by Cabinet on the 14th June. We are now looking to sign a Deed of Variation with the agreed changes by the 18th July 2016.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Publish a 5 year ICT strategy (subject to approval)	Sean Green (RES)	30/06/2015	Completed	100%	ICT Strategy was presented to CMT in June and signed off as planned.
Complete XP Migration Project	Shirley Hamilton (RES)	30/06/2015	Completed	100%	This has now been completed and has moved to focus on the migration of public facing machines
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	Overdue	90%	The Storenet solution is in place for Libraries and this is now being developed for Skillsmatch and the One Stop Shop roll out. This is expected to be completed by the end of September 2016.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maximise potential income from our rate base and our council tax base	Cabinet Member for Resources Roger Jones (RES)	31/03/2016	Completed	100%	Ratebase and Council Tax Base management teams are in place and have achieved significant growth throughout the year. This will continue year on year with improved focus on monthly reviews of SPD entitlement and student certification for council tax, and continual audits of the local rating list to ensure accurate valuations and identify any missing assessments.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Implement the Optimisation Programme that will focus on improving collection of debt, data management and managing growth with improved yield from the rate base and tax base	Roger Jones (RES)	31/03/2016	Completed	100%	The restructure of the team and procurement of a Rating Advisor is completed for business rates. Yields have improved significantly from the beginning of the year and further work is planned for 2016/2017 looking at improved self-service options and using behavioural insight techniques to improve services and design and implement more effective processes.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop Progressive Partnerships	Cabinet Member for Resources Jackie Odunoye, Chris Holme (D&R)	31/03/2016	Delayed	94%	This is an ongoing priority, and housing services continue to explore partnership arrangements which benefit local residents, some of which include cross borough work, funding partnerships and agreements with key stakeholders in the area. Partnership working with THHF continues, and remaining action plans of work are being finalised. For the Economic Development service partnership discussions across public, private and voluntary sector organisations are ongoing. Recent examples of exploring closer relationships include: London Local, Central London Forward, Princes Trust, Poplar Harca, ELBA, Oxford House, Thames Tideway Company, LLDC.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Work in conjunction with the 8 Sub Committees of THHF to develop their action plans and ensure they reflect the Council's priorities	Jackie Odunoye (D&R)	30/06/2015	Completed	100%	This work is ongoing year on year.
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	Completed	100%	Council officers attend every THHF meeting.
Work with THHF on the delivery of at least 2 partner seminars or conferences	Jackie Odunoye (D&R)	31/03/2016	Completed	100%	A Public Realm conference has been held and an ASB conference was also held in 2015-16.
Finalise and implement the inaugural Tower Hamlets Business Charter with Business Charter Champions	Chris Holme (D&R)	31/03/2016	Delayed	75%	Due to delays in GLA finalising grant agreement and staff resources as a consequence of delays to ED restructure.
Establish a private sector living wage taskforce to promote the living wage to a wide range of businesses in the borough	Chris Holme (D&R)	31/03/2016	Withdrawn	10%	Discussions and promotion will be picked up as part of the developing Business Charter programme of work. The Council is an employer of London Living Wage as are its partners on the Canary Wharf estate. However, this has been superseded by the Governments agenda in the new budget of a new 'Living Wage'.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Develop the Council's approach to procurement	Cabinet Member for Resources Zamil Ahmed (RES)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Promote the use of local suppliers through improved supplier market development	Zamil Ahmed (RES)	31/03/2016	Completed	100%	Supplier briefing sessions are now held as part of all major procurement projects and in some cases those below EU threshold that are targeted to local supply market.
Develop new Procurement Strategy 2016-19	Zamil Ahmed (RES)	31/03/2016	Completed	100%	New Procurement Strategy has been developed as part of the Best Value Procurement Action Plan. The strategy has been cleared by CMT and on schedule for June Cabinet.
Embed category management and cross-departmental collaboration to achieve better procurement outcomes	Zamil Ahmed (RES)	31/03/2016	Completed	100%	Category Management initiatives including Directorate spend dashboards, procurement forward plans and a new Category Management structure has been implemented. Several cross directorate procurement opportunities are out to tender to help maximise value for money from our third party expenditure.
Strengthen the Council's ethical code of conduct and promote sustainable and ethical sourcing	Zamil Ahmed (RES)	31/03/2016	Completed	100%	A new Supply Chain Ethical Code of Conduct has been developed and approved by 3 November Cabinet.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Maintain high levels of customer satisfaction with residents when they contact the Council	Cabinet Member for Resources Keith Paulin (RES)	31/03/2016	Completed	100%	All milestone completed. There was a dip in customer satisfaction this year compared to the previous year, performance is explained in strategic measure monitoring report (appendix 1).
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop self-service online options to reduce demand and cost, including implementing an online process for housing benefits and parking permits	Keith Paulin (RES)	30/09/2015	Completed	100%	On line processes for parking permit and housing benefit applications now in place. Continuing to work with services to improve take-up and monitor impact on telephone and face-to-face contact.
Review accreditation for Louder than Words charter mark	Keith Paulin (RES)	31/12/2015	Completed	100%	Re-accreditation was confirmed in January 2016.
Maintain high levels of customer satisfaction during a period of declining resources	Keith Paulin (RES)	31/03/2016		100%	This milestone is marked as red because although the milestone has been completed, the target has not been met. The final 2015/16 outturn of 86.65 percent was down marginally from 2014/15 (89.03 percent) but performance showed an improvement in Q4.
Monitor how staff are dealing with customers and provide training where appropriate	Keith Paulin (RES)	31/03/2016	Completed	100%	Ongoing monitoring throughout the year. All staff trained on "Managing pressure, Increasing resilience". Individual staff trained on managing difficult customers as training need identified by monitoring.

Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Make better use of our buildings and other public assets	Mayor, Ann Sutcliffe (D&R)	30/09/2015	Delayed	92%	Ongoing priority, and 92% of in year milestones complete. Cabinet considered a report in November 15, which reconfirmed the old Royal London Hospital building as the preferred location for the new civic centre and the procurement of an architect-led design team is now complete - a multidisciplinary design team was appointed in April 2016. An asset management scoping and principles paper was agreed by Cabinet in December 15 and various workflows resulting in additional reports likely to be needed in 2016. Work to establish a community buildings charging and lettings policy continues, with a principles paper presented to Cabinet in December 15. A evidence base being collated and a report expected on recognising community benefit from rental charge.
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Complete the transfer of all assets, staff and budgets to D&R for the Corporate Landlord Model	Ann Sutcliffe (D&R)	30/04/2015	Completed	100%	
Civic Centre - Undertake a review of cost, procurement and service delivery locations and secure Cabinet decision	Ann Sutcliffe (D&R)	31/07/2015	Completed	100%	Cabinet considered a report in November, which reconfirmed the old Royal London Hospital building as the preferred location for the new civic centre. The report was informed by a thorough review of the options, as well as an update on costs.
Civic Centre - appoint design and technical team	Ann Sutcliffe (D&R)	31/05/2015	Completed	100%	A multidisciplinary design team was appointed in April 2016.
Commence the update of the Asset Strategy also informing the Disposal Strategy	Ann Sutcliffe (D&R)	30/06/2015	Completed	100%	Scoping and principles paper agreed by Cabinet in December. Various workflows resulting in additional reports likely to be needed in 2016. Disposal of surplus assets as and when identified.
Community Buildings - establish charging and letting policy	Ann Sutcliffe (D&R)	30/09/2015	Overdue	50%	A paper was taken to Cabinet in December 2015 establishing the principles around community buildings. The report tasked officers with carrying out a review. This is due to report back to Cabinet shortly. The Third Sector Team were tasked with establishing how the council might recognise community benefit as part of the charging policy.
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	Completed	100%	An Asset management scoping and principles paper was agreed by Cabinet in December. Various workflows resulting in additional reports likely to be needed in 2016. Disposal of surplus assets as and when identified.
Activity	Lead Member, Lead Officer and Directorate	Deadline	Status	% Comp	Comments
Tackle misuse of public assets and generate income from pro-active anti-fraud work	Cabinet Member for Resources Minesh Jani (RES)	31/03/2016	Delayed	97%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Recover 40 social housing properties used fraudulently	Minesh Jani (RES)	31/03/2016	Completed	100%	40 Properties recovered consisting of 33* Sublets, 1 Mutual Exchange and 6 RTB stopped.*8 relates to our Key Amnesty.
Achieve 133 sanctions and prosecute 33 cases of housing benefit fraud	Minesh Jani (RES)	31/03/2016		88%	109 Sanctions, with 29 Prosecutions achieved. There are still some with our own Legal Services that will be resolved this financial year. The team transferred to DWP on 31 January 2016 as part of the SFIS transfer. We have been heavily engaged on the successful investigation, prosecution and sentencing of an organised crime involving EEA workers. There were in excess of 55 LBTH Housing Benefit claims, not included in the stats above, taken into consideration by the Court when identifying total losses to LBTH, DWP and Redbridge Council which amounted to £1.6million.

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	Completed	100%	Data Matching through Call Credit achieved. Pilot on Household Composition agreed with Audit Committee in December 2015 and due to go live as a Pilot via NFI/ Cabinet Office in May. Close working with HB and Electoral Services on DWP focused fraud and with CLC on major irregularity and Service Reviews. Anti-Fraud E Learning.
Deliver the internal audit plan to ensure key strategic risks are adequately evaluated	Minesh Jani (RES)	31/03/2016	Completed	100%	
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	Cabinet Member for Resources Zena Cooke, Neville Murton (RES)	31/03/2016	Completed	100%	
Milestone	Lead Officer	Deadline	Status	% Comp	Comments
Develop a package of deliverable efficiency opportunities to ensure a balanced budget for 2016/17	Neville Murton (RES)	30/09/2015	Completed	100%	Savings proposals that balance the budget, including efficiency opportunities were developed and consulted on and agreed by Full Council in February 2016.
Develop a strategic financial planning response to the next government's spending review	Neville Murton (RES)	31/03/2016	Completed	100%	A financial planning response was produced in response to the government's spending review announcements and is reflected in the budget strategy for 2016/17 and will be further developed in the 3 year Medium Term Strategy.
Undertake an equality screening and analysis exercise for all savings proposals developed	Neville Murton (RES)	31/03/2016	Completed	100%	EA programme completed for all savings where required.