

<b>Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty</b>		
1.1 A dynamic local economy, with high levels of growth that is shared by residents		
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
1. Develop and deliver the Growth Strategy to create the right environment for sustained economic growth whilst harnessing the benefits for local residents and businesses	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Through the Regulation 19 Submission Version of the Local Plan, confirm growth areas, site allocations and supporting infrastructure needs along with additional housing numbers for the borough and strategic employment planning policies which aim to deliver 125,000 jobs over the next 15 years.	Owen Whalley (PLACE)	31/07/17
Develop a Growth Strategy in collaboration with local partners, businesses and residents	Andy Scott, Mark Baigent, Ann Sutcliffe, Owen Whalley (PLACE)	31/12/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Implement a programme of business support for Tower Hamlets businesses and entrepreneurs	Cabinet Member for Work and Economic Growth	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
156 pre start entrepreneurs benefit from training programme (78 by 30/09/17) and 40 enterprises created (20 by 30/09/17)	Andy Scott (PLACE)	31/03/18
160 businesses assisted to improve their retail and marketing performance (80 by 30/09/17)	Andy Scott (PLACE)	31/03/18
Deliver phase 1 of the 'Action for New Enterprise Programme' to support new start ups and growing businesses	Andy Scott (PLACE)	31/03/18
Increase awareness of potential increase in cost of business rates particularly around small business rate relief and deliver a work programme to support uptake of reliefs through annual billing and visits to business premises by rates inspectors to promote availability of reliefs	Roger Jones (RES)	30/06/17

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Create the right environment for business growth including delivering the Whitechapel Vision, securing the provision of appropriate workspace (including for scale-up businesses) and meeting the advanced IT infrastructure needs of business	Executive Mayor, Cabinet Member for Work and Economic Growth	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Deliver high priority public realm projects which include the enhanced hoardings (RLH/Barts) and the 'meanwhile' community garden projects	Owen Whalley (PLACE)	31/03/18
Implement the Town Centre Improvement Plan and Retail Vision by prioritising projects and initiating delivery of two highest priorities	Owen Whalley (PLACE)	31/03/18
Define and deliver a programme of active retail and workspace projects using developer delivery, and GLA / Council funding to provide more affordable flexible workspace for local business which will support economic growth	Owen Whalley (PLACE)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Work in partnership with skilled industries where the borough has existing or emerging clusters to understand their needs and accelerate their growth in order to boost the number of skilled jobs in the local economy	Executive Mayor, Cabinet Member for Work and Economic Growth	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop actions plans with 4 skilled industries to boost the growth of those sectors in the borough.	Andy Scott (PLACE)	30/06/17
Promote the growth of Life Science activities, highlighting the benefits and opportunities available for researchers and businesses	Owen Whalley, Andy Scott (PLACE)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Implement a High Street and Town Centres Strategy	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop a Town Centre Strategy working group to develop a set of priorities and oversee a range of capital works and activities to increase footfall.	Andy Scott (PLACE)	30/06/17
Launch consultation on Article 4 Direction Phase 1: Protecting the Permitted development Rights areas in Canary wharf and the City Fringe Central Activities Zone (CAZ)	Owen Whalley (PLACE)	30/10/17
Launch Consultation on Article 4 Direction Phase 2: Protecting the Permitted development Rights areas in all other Town centre locations	Owen Whalley (PLACE)	31/03/18

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
6. Improve our ability to secure local employment through S106 agreements with developers building in our borough*	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Audit the number of apprenticeships and jobs secured by the Council through it's procurement and planning processes	Andy Scott (PLACE)	30/06/17
Deliver Economic Benefits Audit plan recommendations and evaluate progress	Andy Scott (PLACE)	31/03/18
Deliver construction training provision in site and trades areas; to match demand for skills from construction supply chain contractors.*	Andy Scott (PLACE)	31/03/18
1.2 Residents in good-quality, well-paid jobs		
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
1. Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs *	Cabinet Member for Work and Economic Growth / Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Launch Mayor's apprenticeship fund and deliver 360 new apprenticeship opportunities (year1)*	Andy Scott (PLACE)	31/03/18
Help young people gain work experience by disseminating labour market information to pupils, parents and school staff*	Christine McInnes (CS) / Andy Scott (PLACE)	30/09/17
Support 4000 residents to upskill including basic skills, in order to access the pathway to work*	Andy Scott (PLACE)	31/03/18
Support 1000 job starts through IES 'WORKPATH'	Andy Scott (PLACE)	31/03/18
Agree action plan to identify and secure proposed shop front delivery sites to increase resident access to employment and training provisions*	Andy Scott (PLACE)	31/12/18
Develop an enhanced offer of support that will enable more young people leaving care into education and employment. Explore the possibility of establishing a Leaving Care Employment Panel to plan and coordinate our offer*	Nasima Patel (CS) / Andy Scott (PLACE)	31/12/17

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Improve the quality and availability of skills training and ESOL provision, and better co-ordinate the provision of both third-sector and private sector employment support, including by moving from grant giving to commissioning for employment services*	Cabinet Member for Culture, Cabinet Member for Work and Economic Growth	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Provide a construction based ESOL programme to 30 - 50 trainees in partnership with Integrated Employment Service*	Judith St John (CS)	31/03/18
Deliver a targeted ESOL programme for 50 women not currently engaged in learning or training in partnership with the London North and East ESF Consortium*	Judith St John (CS)	31/03/18
Implement ESOL and basic skills provision in partnership with Ideas Store Learning, tailored to residents wishing to achieve employment*	Andy Scott (PLACE)	30/09/17
1.3. Children get the best start in life and young people realise their potential		
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
1. Provide adequate early help for the most vulnerable children and families, with a strong focus on safeguarding*	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Improve participation and attendance at children centres, especially amongst hard to reach parents and their families, by utilising live birth registry data and setting up local data sharing protocols.*	Christine McInnes (CS) / Esther Trenchard Mabere (HAC)	30/09/17
Deliver a programme of universal family support for families with children under the age of 5, that targets those that are identified as in priority need, piloted in at least 2 children's centres*	Christine McInnes (CS) Esther Trenchard Mabere (HAC)	30/09/17
Improve social care front door that has a clear early help offer for those families below the statutory threshold. Ensure families are signposted, through increased referral, to the early help hub and children centres*	Nasima Patel, Christine McInnes (CS)	30/09/17
Develop an 'Early Help' offer of support and interventions by bringing together a range of services for families most in need eg. domestic abuse, early neglect etc.*	Christine McInnes (CS)	31/12/18
Develop a Social Impact Bond that will deliver therapeutic interventions and support adolescents on the edge of the care to remain with their families*	Nasima Patel (CS)	31/12/17

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Develop a sustainable offer of support to children with special educational needs*	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Implement recommendations arising from SEND review to develop a sustainable and high quality SEND provision within a context of rising demand.*	Christine McInnes (CS)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Improve educational aspiration and attainment*	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Through the Tower Hamlets Education Partnership provide targeted support/intervention to schools based on high quality data and good practice.*	Christine McInnes (CS)	30/09/17
Deliver a range of activities to support all children and young people to reach their full potential and overcome specific barriers to achieve their aspirations eg. introducing a post-16 progression award, improving white UK male GCSE achievement, and reducing the number of young people who are NEET.*	Christine McInnes (CS)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Ensure better outcomes for looked after children and young people *	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Redevelop the Norman Grove site in order to re-provide the existing children's home and deliver new housing*	Ann Sutcliffe (PLACE)	TBC
Support more Looked After Children and foster carers through individual bespoke packages and CAMHS interventions*	Nasima Patel (CS)	30/09/17
Ensure health care plans and passports are in place for all Care Leavers*	Nasima Patel (CS)	31/12/17
Review commissioning arrangements for children and young people in out of borough residential care to ensure that they receive the same service as young people placed locally. Improve access to health services, education, advocacy and therapeutic service.*	Nasima Patel (CS)	31/03/18
Improve educational attainment of Looked After Children through better joint working with partners, improving communications channels and changing systems and processes.*	Christine McInnes (CS)	31/03/18

Children and young people are fully involved in their care planning through LAC review process and participation work. Ensure the rights of children looked after are respected and their views and wishes are heard and acted upon by decision-makers *	Nasima Patel (CS)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Promote post-16 provision so that it is appropriate and inclusive for all students*	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Provide parents with information about aspirational progression routes for young people leaving school, college or university including vocational routes*	Christine McInnes (CS)	30/09/17
Support schools to develop academic literacy, by providing one to one tuition for students and support teachers which schools can access*	Christine McInnes (CS)	31/12/17
Support schools to ensure our most able students have an appropriate range of options when leaving school or college. Disseminate floor targets for 18 year olds widely*	Christine McInnes (CS)	31/12/17
Support vulnerable young people to move into education, training and work so they can reach their full potential and become active and responsible citizens.*	Debbie Jones (CS)	31/03/18
Utilise local mapping of Post-16 education to inform future development of post-16 provision*	Christine McInnes (CS)	31/03/18
Launch a 14-19 Partnership to help address unevenness of post-16 provision by developing clear alternatives in line with Level 2 and Level 3 vocational courses that are being introduced as part of the post-Wolf review.*	Christine McInnes (CS)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
6. Support all young people to access enrichment and social activities*	Deputy Mayor Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Transform and redesign the youth service to support the desired outcomes and create a responsive service.*	Debbie Jones (CS)	30/06/17
Undertake annual Summer consultation with young people about the youth service offer.*	Debbie Jones (CS)	30/09/17
Support young people aged 12-19 (and up to 25 if they have a learning disability) to access centre based, universal and targeted youth activities focusing on their learning, personal and social development and ensuring equality of access and safety and wellbeing of young people.*	Debbie Jones (CS)	31/03/18
Develop an outcomes framework that measures young people's progress, evaluates services and benchmarks LBTH performance against other London boroughs demonstrating achievement of the vision to be the best youth service in London.*	Debbie Jones (CS)	31/03/18

1.4 People are healthy and independent for longer		
Activity	Lead Member	Deadline
1. Create a healthier place*	Cabinet Member for Health and Adult Services	31/03/18
Our key deliverables	Lead Officer	Deadline
Expand the Food for Health Award Scheme - ensuring that food business operators offer a broad range on healthier options*	Roy Ormsby (Place)	31/03/18
Identify three areas in the borough where there is particular need to improve the physical environment (e.g. lack of green space, population growth) and engage with residents and local organisations on priorities for improvement to benefit health and wellbeing*	Somen Banerjee (HAC) / Judith St. John (HAC)	31/03/18
Integrate health impact assessment into planning and policy*	Somen Banerjee (HAC) / Owen Whalley (PLACE)	31/03/18
Activity	Lead Member	Deadline
2. Develop an integrated health and social care system*	Cabinet Member for Health and Adult Services	31/03/18
Our key deliverables	Lead Officer	Deadline
Develop a plan for a fully integrated system by 2020*	Denise Radley (HAC)	31/03/18
Develop stronger partnership and planning arrangements, centred on Tower Hamlets Together and the Joint Commissioning Executive*	Denise Radley (HAC)	31/03/18
Activity	Lead Member	Deadline
3. Support communities to drive change in health and wellbeing*	Cabinet Member for Health and Adult Services	31/03/18
Our key deliverables	Lead Officer	Deadline
Develop and Implement a 'Health Creation' programme with residents to identify issues impacting on health and wellbeing, and develop and lead new ways to improve health and wellbeing locally*	Somen Banerjee (HAC)	31/03/18
Develop and Implement a 'Health Creation' programme across the partnership to promote a culture in organisations that empowers people to be in control and informed about how to improve their health*	Somen Banerjee (HAC)	31/03/18
Connect the residents with the priorities of the Health and Wellbeing Board by holding four engagement events undertaking a social media campaign*	Somen Banerjee (HAC)	31/03/18

Increase co-production of strategies, plans and services with residents, service users and carers, in particular the Ageing Well, Learning Disability strategies and the carers' charter and services being commissioned in 2017*	Denise Radley (HAC)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Increase the independence and resilience of our communities *	Cabinet Member for Health and Adult Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Increase the proportion of adult social care users receiving community-based support by implementing the Practice Framework, Transforming Care Programme, Ageing Well Strategy (including tackling loneliness and isolation) and Learning Disability Strategy*	Luke Addams (HAC)	31/03/18
Implement the Carers Dignity Charter and increase public and professional awareness of carers through training and awareness-raising activity*	Luke Addams (HAC)	31/03/18
Increase levels of control over care and support by promoting direct payments to adult social care users*	Luke Addams (HAC)	31/03/18
Integrate equipment, adaptations, Telecare and assistive technology into a holistic single approach*	Luke Addams (HAC)	30/09/17
Reduce the proportion of the population who need a long term care package from adult social care through commissioning preventative services and embedding the Practice Framework*	Karen Sugars (HAC)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Tackle health-related employment issues*	Cabinet Member for Health and Adult Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Strengthen the integration between health and employment services by using 'social prescribing' as a lever to improve links and shape an effective local delivery of DWP's Work and Health programme.*	Somen Banerjee (HAC) / Andy Scott (Place)	31/03/18
Deliver on a set of project actions to achieve the London Healthy Workplace Charter 'Achievement' Status that will have positive health & work benefits for staff*	Somen Banerjee (HAC) / Gill Forward (RES)	31/03/18
Increase the proportion of adults with a learning disability or mental health issue in employment by delivering a pre-apprenticeship programme of paid work experience*	Luke Addams (HAC) / Karen Sugars (HAC) / Stuart Young (RES)	31/03/18
Tackle mental health stigma by increasing the number of employers taking up the Time to Change pledge*	Somen Banerjee (HAC)	31/03/18

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
6. Keep vulnerable adults safe, minimising harm and neglect*	Cabinet Member for Health and Adult Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Increase the participation of local communities and adult social care users in all aspects of safeguarding*	Luke Addams (HAC)	31/03/18
Improve access to safeguarding awareness training for voluntary sector and Directorate staff*	Luke Addams (HAC)	31/03/18
Implement action plans arising from Safeguarding Adult Reviews*	Luke Addams (HAC)	31/03/18
Increase compliance with pan-London safeguarding procedure timescales	Luke Addams (HAC)	30/09/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
7. Improve participation in sport, and other health promoting activities, at a community level*	Cabinet Member for Environment	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Improve access to Haileybury Youth Centre sports facilities for local people	Ann Sutcliffe (PLACE)	30/09/17
Deliver a summer programme of events for young people*	Judith St John (CS) / Claire Belgarde (CS)	31/08/17
Replace AstroTurf at Mile End leisure centre	Judith St John (CS)	31/08/17
Introduce at least 3 new Duke of Edinburgh Award centres in the borough with at least 20 young people starting a programme at each centre.*	Judith St John (CS)	31/03/18

1.5 Gaps in inequality have reduced and diversity is embraced		
Activity	Lead Member	Deadline
1. Mitigate the impact of welfare reform on our most vulnerable residents *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for Work and Economic Growth	31/03/18
Our key deliverables	Lead Officer	Deadline
Develop and publish a local offer for care leavers which complements existing information about their legal entitlement, non-statutory services and mitigating the impact of welfare reform.*	Nasima Patel (CS)	31/03/18
Deliver targeted outreach and support programme for residents affected by Overall Benefit Cap using skills support, benefits maximisation and housing options*	Steve Hill (RES)	30/09/17
Develop and implement the Tackling Poverty Strategy*	Steve Hill (RES)	31/03/18
Complete review of Local Welfare Provision including reviewing alternative arrangements to cash payments*	Steve Hill (RES)	30/06/17
Launch a local welfare and support scheme involving work with partners *	Sharon Godman (GOV) / Steve Hill (RES)	31/12/18
Monitor the impact of LCTRS changes to the 2017/18 scheme to inform the Mayor and Members whether changes to LCTRS are to be considered for 2018/19*	Steve Hill (RES)	31/07/17
Monitor the impact of Universal Credit on residents, ensure escalation routes with DWP are utilised, ensure provision of effective advice and support is in place*	Steve Hill (RES)	30/04/17
Activity	Lead Member	Deadline
2. Support more women and black and minority ethnic and disabled residents into employment*	Cabinet Member for Work and Economic Growth	31/03/18
Our key deliverables	Lead Officer	Deadline
Extend Women in Health Working Start Programme to include childcare and construction industries*	Andy Scott (PLACE)	30/06/17
Finalise current Working Start Women in health programme of 100 women into placements*	Andy Scott (PLACE)	30/09/17
Deliver priorities on children leaving care - extending the volume of recipients from 10 per annum to 10 per quarter*	Andy Scott (PLACE)	30/09/17
Deliver opportunity for people with disabilities - minimum 20 pre-apprenticeship placements*	Andy Scott (PLACE)	30/09/17

Recruit staff resources to promote ESOL across Somali resident group*	Andy Scott (PLACE) / Judith St John (CS)	30/09/17
Deliver Leadership Training to Somali Resident groups, panels and forums*	Andy Scott (PLACE)	30/09/17
Deliver 15 Somali residents work experience / internship placements aligned to local commercial organisations *	Andy Scott (PLACE)	31/03/18
Support a minimum of 50 older residents returning to work with advice and refreshed sector based and basic skills, including ICT *	Andy Scott (PLACE)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Improve children's weight and nutrition *	Cabinet Member for Health and Adult Services, Deputy Mayor for Education and Children's Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Identify and support health representatives on school governing bodies to raise the profile of health issues and improving health of school children at the school governing bodies meetings *	Somen Banerjee (HAC)	31/03/18
Provide better information to parents on how schools support health and wellbeing so that parents are better equipped to contribute to improving the health of their child *	Somen Banerjee (HAC)	30/09/17
Implement the 'Healthy Mile' programme in schools, to tackle obesity in school children to at least 16 schools by March 2018	Somen Banerjee (HAC)	30/09/17
Develop and implement a community engagement and communications strategy around healthy weight and nutrition in children, with particular emphasis on high risk groups *	Somen Banerjee (HAC)	30/09/17
Through better joint working with our partners, identify families with children that are not registered with a GP deliver a programme of work to increase GP & dentistry registration and access to services	Somen Banerjee (HAC)	30/09/17

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Respect, value and celebrate our cultural history and diversity *	Cabinet Member for Culture, Statutory Deputy Mayor (Lead for Faith Communities)	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Deliver a series of community events which commemorate key cultural dates and activities, including St George's Day, Chinese New Year, Holocaust Memorial Day, Martyrs Day, Black History Month, Diwali, Christmas and Eid *	Judith St John (CS)	31/03/18
Promote awareness and understanding of different faiths, and interfaith activities by delivering a range of related community events, including Interfaith Week*	Sharon Godman (GOV)	31/12/17
Help break down disability barriers and celebrate abilities, by delivering a series of related community events including marking International Day of People with a Disability *		31/12/17
Deliver a series of community events that increase visibility, raise awareness and advance education about the LGBT community, including marking LGBT History Month, and International Day against Homophobia, Transphobia and Biphobia *		28/02/18
Celebrate the social, economic, cultural and political achievements of women, by delivering International Women's Day and other related events. *		31/03/18
Develop and consult on plans for the future of Tower Hamlets Local History Library & Archives (THLHLA)	Shazia Hussain (RES)	31/12/17
<b>Priority Outcome 2: Creating and maintaining a vibrant and successful place</b>		
2.1 An improved local environment		
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
1. Ensure that the borough is clean to the highest possible standards	Cabinet Member for Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Complete two independent surveys to measure cleanliness levels (Litter, Detritus, Flyposting, Graffiti).	Roy Ormsby (PLACE)	1st 31/7/17 2nd 31/12/17
Introduce a resident 'Look up' service to enable residents to be able to access information pertaining to scheduled days for street cleansing through the Council's website	Roy Ormsby (PLACE)	01/05/17
Complete implementation of the PSI mobile solution to provide mobile technology for managing and monitoring service delivery.	Roy Ormsby (PLACE)	30/11/17

Target enforcement to address fly tipping and improve our prosecution rate as a deterrent to future fly tipping.	Roy Ormsby (PLACE)	01/09/17
Introduce pilot 9 Big Belly 'smart' litter bins to improve street/open space facilities for residents and help tackle street/open space litter	Roy Ormsby (PLACE)	30/05/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Improve waste management and recycling performance	Cabinet Member for Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Refurbish 10 on street recycling Bring Bank sites to improve recycling facilities for residents	Roy Ormsby (PLACE)	01/05/17
Introduce a resident 'look up' service to enable residents access information pertaining to scheduled days for collection for waste and recycling services through the Council's website	Roy Ormsby (PLACE)	01/05/17
Develop and implement a Waste Minimisation Plan	Roy Ormsby (PLACE)	31/03/18
Promote waste minimisation and recycling activities with residents through PR and comms, including supporting the national initiatives Recycle Week and Love Food Hate Waste	Roy Ormsby (PLACE)	31/10/17
In association with Registered Providers develop and implement set of information templates to provide consistent messaging for residents.	Roy Ormsby (PLACE)	31/12/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Reduce the impacts of traffic on our residents, making our borough one of the best in London to walk or cycle in and building a sustainable approach to road use and parking policy	Cabinet Member for Environment	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Complete 3 area-wide traffic calming reviews and redesign 3 corridors, in order to increase the effectiveness of the 20mph speed limit and improve road safety	Roy Ormsby (PLACE)	31/03/18
Complete cycling quietway 6	Roy Ormsby (PLACE)	31/03/18
Explore options for a new cycle route along Manchester Road	Roy Ormsby (PLACE)	30/09/17
Implement 3 improved permeability schemes in local streets	Roy Ormsby (PLACE)	30/09/17
Build 10 new secure cycle parking facilities	Roy Ormsby (PLACE)	24/14/17

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities	Cabinet Member Strategic Development	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Complete key stages in the proposed regulation 19 submission Local Plan	Owen Whalley (PLACE)	31/07/17
Adopt a Development Viability SPD in accordance with Mayoral Transparency Agenda	Owen Whalley (PLACE)	30/11/17
Maximise infrastructure funding by submitting a new Community Infrastructure Levy Draft Charging Schedule to the Planning Inspectorate for Examination	Owen Whalley (PLACE)	31/03/18
Update the Infrastructure Delivery Framework projects list and evidence base bi-annually, to support decision making regarding the allocation of infrastructure funding	Owen Whalley (PLACE)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Improve air quality and enhance the environmental sustainability of the borough; reduce carbon emissions, enhance biodiversity and alleviate fuel poverty	Cabinet Member for Strategic Development, Cabinet Member for Environment, Cabinet member for Health and Wellbeing	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Implement the Climate Change Strategy to reduce borough wide carbon emissions and engage community groups to take individual actions on tackling climate change.	Mark Baigent (PLACE)	30/06/17
Deliver the residential carbon reduction programme to utilise the money from the Carbon Fund and reduce domestic emissions and reduce fuel poverty.	Mark Baigent (PLACE)	31/12/17
Continue to promote the fuel switching scheme and deliver home energy efficiency projects to reduce household energy bills.	Mark Baigent (PLACE)	31/03/18
Implement the council's biodiversity strategy and deliver year 3 of the action plan to protect and enhance the boroughs biodiversity	Mark Baigent (PLACE)	31/03/18
Review and publish the Air Quality Action Plan to improve monitoring of local air quality, regulate emissions from developments and raise awareness of air quality issues, as well as modifying the borough's fleet transport and encouraging cleaner transport.	Roy Ormsby (PLACE)	31/03/18

2.2 Better quality homes for all		
Activity	Lead Member	Deadline
1. Increase the availability of good quality housing, including family-sized homes, across all tenures *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for Strategic Development	31/03/18
Our key deliverables	Lead Officer	Deadline
An enhanced offer of support to young people leaving care that reduces the dependency on private landlords. Commission an enhanced offer of supported accommodation. *	Nasima Patel (CS)	31/03/18
Deliver the 148-home Watts Grove scheme and make available for letting *	Ann Sutcliffe (PLACE)	30/06/17
Start on site with 125-140 new homes on infill schemes and identify sites for an additional 500 units*	Ann Sutcliffe (PLACE)	31/12/17
Start on site with the Arnold Road and Tent Street Council housing schemes *	Ann Sutcliffe (PLACE)	31/12/17
Support more residents into accessible housing by matching clients with new bespoke adapted affordable homes for disabled people on P120*	Mark Baigent (PLACE)	31/03/18
Establish housing delivery vehicles for operation to increase housing supply across tenures	Mark Baigent (PLACE)	31/03/18
Progress recommendations of the Housing Affordability Commission, and work with Registered Providers and Planning to deliver 'affordable' housing that is affordable to local people *	Mark Baigent (PLACE)	31/03/18
Management of CPO process up to and including Public Inquiry and subsequent Secretary of State decision for Aberfeldy Estate (Phases 3-6) to enable estate regeneration.	Mark Baigent (PLACE)	31/03/18
Seek Mayoral approval to proceed with CPO to regenerate Chrisp Street Market area, subject to planning approval, and provide advice and support on further emerging RSL regeneration proposals.	Mark Baigent (PLACE)	31/03/18
Blackwall Reach Regeneration Project - Start on site for development Phase 2, 268 new homes (including 114 of affordable tenure, 50% affordable by habitable room).*	Mark Baigent (PLACE)	31/03/18
Ocean (Site H), Completion to 'wind/weather tight', 225 new homes (including 50% affordable) *	Mark Baigent (PLACE)	31/03/18
Target Empty Properties by encouraging greater occupation locally, and contributing to the GLA London Wide Research on Overseas Buy to Leave*	Mark Baigent (PLACE)	31/03/18
Spend £8m in right to buy receipts on purchasing former council homes *	Ann Sutcliffe (PLACE)	31/03/18

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Maintain and improve the quality of Council housing stock and housing management services *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Deliver the £26m agreed 17/18 Major Works programme	Mark Baigent (PLACE)	31/03/18
Work with THH to introduce enhanced service responses to anti-social behaviour on council estates	Mark Baigent (PLACE)	31/03/18
Deliver leasehold engagement model	Mark Baigent (PLACE)	31/09/17
Deliver 1,000 new Council homes *	Mark Baigent (PLACE)	31/03/18
Client manage THH to deliver £2m savings in 2017/18	Mark Baigent (PLACE)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Improve the quality of privately rented stock in the borough *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance / Deputy Mayor and Cabinet Member for Community Safety	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop a Private Sector Charter	Mark Baigent (PLACE)	30/09/17
Develop enhanced support for landlords through the Landlord Accreditation Scheme	Mark Baigent, Roy Ormsby (PLACE)	31/03/18
Deliver statutory responsibilities in relation to investigations and enforcement actions to tackle bad conditions in the Private Rented Sector	Mark Baigent, Roy Ormsby (PLACE)	31/03/18
Carry out quarterly partnership operations against identified rogue landlords, working with all relevant agencies	Roy Ormsby (PLACE)	31/03/18
Drive up registrations under the Housing Licensing Scheme to a minimum of 3000 properties	Roy Ormsby (PLACE)	31/03/18
Explore the introduction of additional licensing scheme for the licensing of houses in multiple occupation and consider extending the current selective licensing scheme	Roy Ormsby (PLACE) / Somen Banerjee (HAC)	31/03/18

Activity	Lead Member	Deadline
4. Improve the quality and management of Registered Provider stock in the borough	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Review performance and challenge underperforming Registered Providers	Mark Baigent (PLACE)	31/03/18
Support THHF and its sub-groups to develop and implement key action plans from joint initiatives and projects	Mark Baigent (PLACE)	31/03/18
Activity	Lead Member	Deadline
5. Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation *	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop new Council owned temporary accommodation portfolio - 100 units by 2019 *	Mark Baigent (PLACE)	31/03/18
Achieve a reduction in the number of single adult households accommodated in B&B compared to 31/3/16 (112) & 31/3/17	Mark Baigent (PLACE)	31/03/18
Implement blue light project to engage a minimum cohort of 20 treatment resistant individuals, to prevent homelessness related to substance misuse. *	Rachael Sadegh (HAC)	31/03/18
2.3 People feel safe and places have less crime and anti-social behaviour		
Activity	Lead Member	Deadline
1. Work with our partners to target resources to reduce crime *	Deputy Mayor and Cabinet Member for Community Safety	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Support Integrated Offender Management (IOM) Programme with a dedicated co-ordinator to reduce reoffending of high-risk individuals	Rachael Sadegh (HAC)	31/03/18
Support joint operations with partners such as Police and THH to tackle hot spot areas, identified at weekly partnership meetings *	Roy Ormsby (PLACE) / Divisional Director Community Safety (HAC)	31/03/18
Introduce late-night levy to secure funding from night-time businesses to address the impact of the night-time economy	Roy Ormsby (PLACE)	01/10/17

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Step up activity to tackle anti-social behaviour 24/7	Deputy Mayor and Cabinet Member for Community Safety & Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance / Cabinet Member for Health and Adult Services	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Introduce a schedule of Drug & Alcohol treatment conditions to ASB orders to reduce drug / alcohol related ASB	Rachael Sadegh (HAC)	31/03/18
Increase the number of mobile deployable CCTV cameras by 8 to tackle ASB	Roy Ormsby (PLACE)	31/03/18
Develop a new strategy on ASB by working closely with Police, THHF and other partners	Denise Radley/ Mark Baigent (PLACE)	30/09/17
Deliver an action and improvement plan for the THEOs and ASB service identified by the ASB service review	Denise Radley (HAC) & Roy Ormsby (PLACE)	31/03/18
Continue to lead the fortnightly ASB tasking group and tackle ASB hotspot areas using partners' resources and report back on successes to inform local people	Divisional Director Community Safety (HAC)	31/03/18
Tackle problem issues and areas identified by 20 Community Safety ward walkabouts	Denise Radley (HAC)	31/08/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Reduce the prevalence of illegal activity in relation to the sex industry *	Deputy Mayor and Cabinet Member for Community Safety	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Commission and implement a new service to protect vulnerable sex workers and support them to exit prostitution *	Rachael Sadegh (HAC)	30/09/17
Continue to fund and deliver the Prostitution Programme for two years including outreach and exit from prostitution support *	Denise Radley (HAC)	31/03/18

2.4 Communities are engaged, resilient and cohesive		
Activity	Lead Member	Deadline
1. Engage and communicate effectively with local people *	Executive Mayor	31/03/18
Our key deliverables	Lead Officer	Deadline
Deliver Year 1 of the Community Engagement Strategy Action Plan, including providing support, capacity building and advice to the Council departments to improve effective engagement	Sharon Godman (GOV)	31/03/18
Provide support and capacity building to empower the community to come together to take action to improve their local neighbourhoods *	Sharon Godman (GOV)	31/03/18
Continue to increase channels for communication, including two way communication and discussions with residents using digital channels.	Andreas Christophorou (GOV)	31/03/18
Work with the voluntary sector and community to develop a community engagement toolkit to drive improvement in outcomes.	Sharon Godman (GOV)	31/03/18
Activity	Lead Member	Deadline
2. Establish a new collaborative relationship with the voluntary and community sector to deliver priority outcomes and build strong communities	Executive Mayor, Deputy Mayor Education and Children's Services	31/03/18
Our key deliverables	Lead Officer	Deadline
Complete year 2 actions from the Voluntary and Community Sector Strategy Delivery Plan	Zena Cooke (RES)	31/03/18
Increase the investment and CSR activity made by businesses to Tower Hamlets	Zena Cooke (RES) / Andy Scott (PLACE)	31/03/18
Work with the voluntary sector to develop a voluntary sector compact	Sharon Godman (GOV)	31/03/18
Review and update the Council's grants policy, working closely with services	Sharon Godman (GOV)	31/03/18
Develop relationship with the THCVS to help local charities and not for profit organisations and provide support where we can and give greater clarity on charitable and small business rate relief.	Roger Jones (RES)	30/06/17
Work across the organisation to conduct a comprehensive review of contracts and grants to inform the development of the Council's new approach to commissioning that is focussed on improving outcomes	Zena Cooke (RES)	31/03/18

<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Co-produce services with local residents *	Executive Mayor	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Enable more co-production of Council services in appropriate areas *	Zena Cooke (RES)	31/03/18
Co-produce a Council wide commissioning framework that is focussed on improving outcomes and embeds best practice. Working in partnership with local residents, voluntary and community sector and other local providers *	Sharon Godman (GOV)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships *	Deputy Mayor and Cabinet Member for Community Safety, Cabinet member for Resources	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Utilise developer contribution to deliver community cohesion projects, including in Mile End and Aldgate East with activities that are determined by the community in those areas *	Sharon Godman (GOV)	31/03/18
Through the delivery of the local equality engagement forums and wider work programme support local community groups to work with partners to address inequalities faced by their communities, including refugees, LGBT+ people and those with disabilities *	Sharon Godman (GOV)	31/03/18
Working closely with the community review and develop the Council's approach to community cohesion and integration *	Sharon Godman (GOV)	31/03/18
Ensure the Christian Street community hub is open and operational *	Ann Sutcliffe (PLACE)	30/06/17
Deliver a second community hub in the borough *	Ann Sutcliffe (PLACE)	30/09/17
Develop and deliver a programme of activities within schools which raises awareness of community cohesion and helps foster the principles of One Tower Hamlets. *	Christine McInnes (CS)	30/09/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Work together with partners and communities to tackle the threat of radicalisation and extremism.	Deputy Mayor and Cabinet Member for Community Safety	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Deliver two training and awareness sessions to Members re: Prevent priorities and support in the borough to further strengthen support for the community	Denise Radley (HAC)	31/03/18
Support the community and schools to build resilience through advice and projects led by Prevent-funded Schools officers and Community Coordinators	Denise Radley (HAC)	31/03/18
Develop a local Prevent Delivery Plan Action Plan, outlining how the partners will deliver the Prevent Duty	Denise Radley (HAC)	31/03/18

Make a minimum of 100 contacts with local community groups to offer ongoing support and enable them to access grants which can be used to increase community cohesion and resilience	Denise Radley (HAC)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
6. Deliver an effective and broad leisure, cultural and learning offer that reaches people living and working in the borough. *	Cabinet Member for Culture	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Contribute to early literacy by delivering 2,100 Story time sessions for children under five across all Idea Stores and libraries *	Judith St John (CS)	30/03/18
Promote enjoyment of reading and contribute to the achievement of KS2 pupils by delivering the Summer Reading Challenge to schools *	Judith St John (CS)	30/09/17
Combat social isolation by delivering the Friends & Carers scheme to people who are not able to visit Idea Stores regularly (housebound) *	Judith St John (CS)	30/06/17
Combat social isolation by delivering 300 Prime Time sessions for residents aged 50+ *	Judith St John (CS)	31/03/18
Promote enjoyment of reading by delivering 350 Book Break reader development sessions *	Judith St John (CS)	31/03/18
Promote enjoyment of world class culture through the hosted return of the "Draped Seated Woman" sculpture to the borough, together with an education and community engagement programme over 5 years.	Judith St. John (CS)	30/11/2017
<b>Priority three: Working smarter together as one team with our partners and community</b>		
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
1. Make best use of council resources through effective procurement and commissioning exploiting greater value for money and use of assets and maximising income from local growth	Cabinet Member for Resources	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop and agree a Mulberry Place accommodation strategy (to cover the period until the new civic centre is ready for occupation) and a satellite offices accommodation strategy	Ann Sutcliffe (PLACE)	31/07/17
Secure efficiencies by reprocurring the Annual Asset Valuation and Rating Services	Ann Sutcliffe (PLACE)	31/12/17
Develop and procure the contract for the delivery of facilities management hard services (mechanical, electrical and building fabric).	Ann Sutcliffe (PLACE)	31/03/18
Review and agree a revised Capital Strategy	Neville Murton (RES)	01/02/17
Ensure that Transformation Savings and Investments are monitored and delivered.	Neville Murton (RES)	01/03/18
Use outcome based measures to assess financial and non-financial progress and performance	Sharon Godman / Neville Murton (RES) (GOV)	01/03/18
Maximise income from local growth and assure all income from the Council's assets is billed accurately and promptly	Roger Jones (RES)	31/03/18

Complete the analysis of all income streams to ensure the best collection processes and techniques are adopted corporately and established good practice is adhered to.	Roger Jones (RES)	30/09/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
2. Support an organisational culture based on transparency, trust and effective relationships	Executive Mayor	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Evaluate & review actions arising from Organisational Culture Plan	Graham White (GOV)	01/09/17
Improve staff engagement and feedback on working culture evidenced by positive staff survey	Stuart Young (RES)	31/01/18
Build effective workforce relationships using staff fora, coaching and development activities as evidenced by liP reaccreditation	Stuart Young (RES)	31/01/18
Ensure Council constitutional and related Code changes are embedded	Graham White (GOV)	31/12/17
Develop and deliver a Best Value Improvement Plan and an Ofsted improvement plan	Sharon Godman (GOV) Debbie Jones (CS)	31/03/18
Review and report progress against implementing the actions in the Mayor's Transparency Protocol and the Overview and Scrutiny Committee Transparency Commission Recommendations	Sharon Godman (GOV)	31/08/17
Develop and implement the Overview and Scrutiny Committee and the Housing, Health and Grants Scrutiny Sub Committees 2017-18 work programmes focused on service improvement.	Sharon Godman (GOV)	31/03/18
Deliver a draft programme of work to prepare for 2018 local elections	Louise Stamp (GOV)	31/03/18
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
3. Deliver the Smarter Together transformation programme to ensure effective, responsive front line services and efficient and cost-effective support services enabled by ICT and new Civic Centre	Cabinet Member for Resources	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Cabinet approval of Stage 2 (concept design) scheme and adoption of capital estimate for the new Civic Centre	Ann Sutcliffe (PLACE)	30/09/17
Secure planning and listed building consent for the new civic centre	Ann Sutcliffe (PLACE)	31/03/18
Deliver a new Telephony System for the organisation and our contact centres	Peter Ransom (RES)	31/04/17
Deliver a transformed network for the organisation whilst ensuring stability during the period of transition to our new networking systems and solutions	Peter Ransom (RES)	31/03/18
Deliver new mobile devices to the organisation and migrate off Blackberries	Peter Ransom (RES)	31/12/17
Deliver mobile applications for more efficient working for field workers in public realm and Social Services	Peter Ransom (RES) / Shazia Hussain (RES)	31/12/17

Develop and implement the council's Digital Transformation Programme which is enabled through an efficient ICT infrastructure and a skilled and empowered workforce	Peter Ransom (RES) / Shazia Hussain (RES)	31/03/18
Develop the strategic ICT partnership	Peter Ransom (RES)	31/03/18
Co-locate and integrate idea Store and One Stop Shops as part of the local presence model	Shazia Hussain (RES)	31/03/18
Develop the feasibility and phase 1 of "My account"	Shazia Hussain (RES)	31/03/18
Consolidate customer contact centres – phase 1 Resources Directorate	Shazia Hussain (RES)	31/03/18
Programme delivers to MTFS timetable with exceptions managed through Smarter Together Board	Neville Murton (RES)	01/04/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
4. Deliver the One HR Plan *	Cabinet Member for Resources	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Revise employment policies & practice *	Stuart Young (RES)	01/09/17
Implement an Engaged Manager programme including appropriate systems, processes, and support	Stuart Young (RES)	31/12/17
Deliver a revised learning & development offer for staff and managers	Stuart Young (RES)	01/06/17
Ensure that the HR function is structured and equipped to deliver the emerging new ways of working as part of Smarter Together	Stuart Young (RES)	31/03/18
Deliver a range of activities to reduce staff sickness and improve staff wellbeing	Stuart Young (RES)	30/09/17
<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>
5. Re-invigorate our partnership relationships nurturing an outward looking culture, by asserting our place and relationships in London.	Executive Mayor	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Establish a formal partnership that brings leaders of key local organisations together to shape the strategic direction of the borough through the development of a new Tower Hamlets Community Plan	Sharon Godman (GOV)	31/03/18
Provide opportunities for senior managers from partner agencies to network by running at least one conference	Sharon Godman (GOV)	31/03/18
Provide two strategic partnership conferences for key stakeholders across the borough	Sharon Godman (GOV)	31/03/18
Review partnership boards and groups to ensure alignment with the new strategic partnership and delivery of new community plan	Sharon Godman (GOV)	31/03/18

Activity	Lead Member	Deadline
6. Deliver an effective communication plan	Executive Mayor	31/03/18
<b>Our key deliverables</b>	<b>Lead Officer</b>	<b>Deadline</b>
Develop and deliver 2017/18 Communications Strategy	Andreas Christophorou (GOV)	31/03/18
Deliver a range of Gold, Silver and Bronze campaigns throughout the year linked to the Communications Strategy	Andreas Christophorou (GOV)	31/03/18