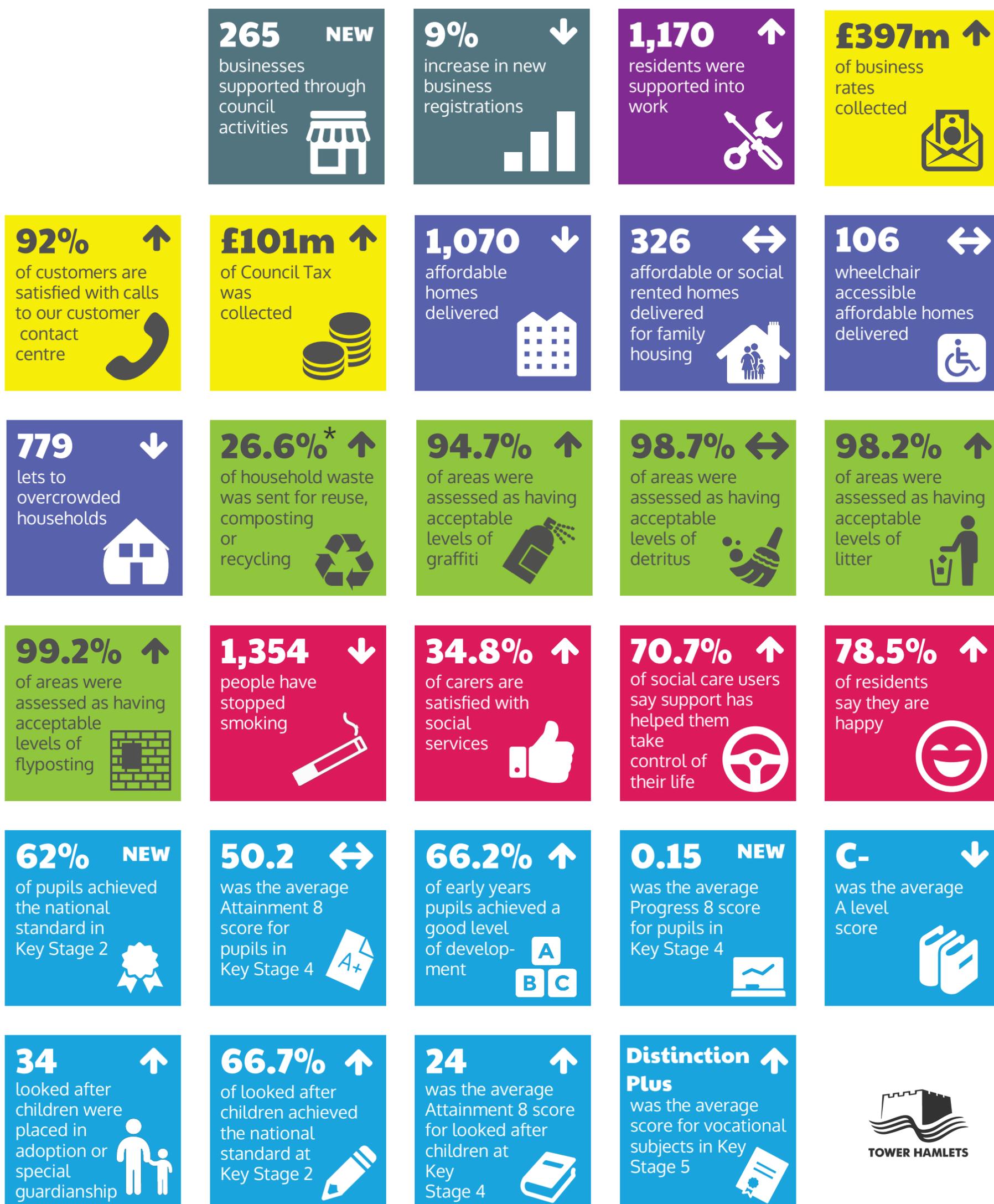


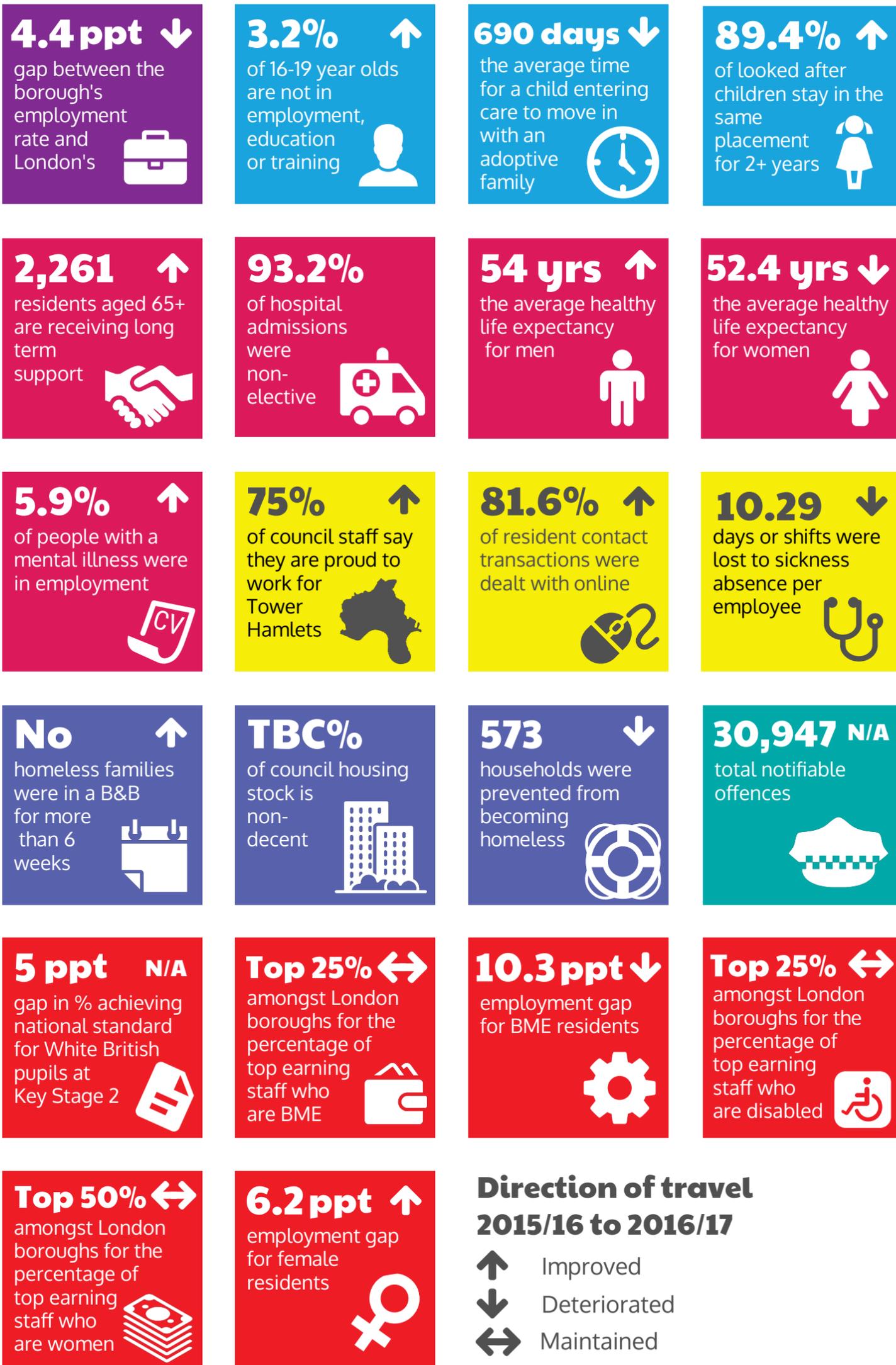
# Tower Hamlets

## End of Year Performance Summary

Each year, the council monitors its progress against a basket of strategic measures. This appendix provides a two page summary of the council's performance during 2016/17.



\* This is the latest data available but may not reflect full year performance.



### Our strategic priorities

- A dynamic local economy, with high levels of growth benefiting us
- More residents in good quality, well-paid jobs
- An enabling and efficient council
- Better quality homes for all

- An improved local environment
- More people living healthily and independently for longer
- Young people realising their potential
- Less crime and anti-social behaviour
- Reducing inequality and embracing diversity

<b>Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty</b>						
1.1 A dynamic local economy, with high levels of growth benefiting us						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1a	Develop a Growth Strategy that creates 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	31/03/17	Delayed	90%	The Growth strategy document is still in development and whilst it has moved on there is still work to be completed to ensure that milestones toward key goals are evidenced. Additional resource is being commissioned to accelerate the production of a draft document for consultation. Discussion with Mayor and Lead member has renegotiated the timeframe for delivery of the draft strategy.
<b>Milestone</b>						
Ref	Activity	Lead Officer	Deadline	Status	% Comp	Comments
1.1a	Update the Local Economic Assessment	Andy Scott (PLACE)	30/04/16	Completed	100%	Completed and summary prepared. Updates submitted to DMT/ CMT in June/July informing development of IES and Growth Strategy.
1.1a	Develop the vision and purpose of the Growth Strategy and its alignment with the Local Plan and other strategies	Andy Scott, Mark Baigent, Ann Sutcliffe, Owen Whalley (PLACE)	31/07/16	Completed	100%	A draft vision has been identified and links the administrations drive toward full employment. The purpose is of the document demonstrates how infrastructure, housing and growth can be managed positively to harness the benefits for local people to share in the prosperity of the developing borough.
1.1a	Complete review of employment and enterprise elements of emerging Growth Strategy	Andy Scott (PLACE)	30/09/16	Completed	100%	Review of Employment programme completed and recommendations are being embedded into the development of Integrated Employment Service Proposals. Enterprise and growth over time have been updated and analysed to identify key growth areas. The future involvement of the business base in the borough is being driven forward in two ways. Businesses in geographic concentrations are a focus of the High Streets and Town Centres Team who are delivering a range of work and projects. Larger businesses who are key stakeholders or major sector specific organisations are being introduced into an emerging new economic Growth Strategic group to better identify Business need and skills planning for the future of employment delivery services.
1.1a	Refresh identification of site allocations	Owen Whalley (PLACE)	30/09/16	Completed	100%	This work is undertaken as part of the preparation of the new Local Plan. This will be a key ingredient in helping understand the context for the emerging Growth Strategy and define the location of the main opportunities for development and accompanying infrastructure.
1.1a	Update the Council's capital strategy in conjunction with the infrastructure delivery plan	Neville Murton (RES)	30/09/16	Completed	100%	A revised Capital Strategy was approved in February 2017 by the Cabinet as part of the 2017/18 MTFS and Budget setting process. Additional work is scheduled to take place in 2017/18 to add further detail to this piece of work.
1.1a	Develop comprehensive area based mapping of housing typologies and tenures	Mark Baigent (PLACE)	31/12/16	Overdue	75%	Data on RP landlord properties and location now sourced and area based model being worked up in conjunction with mapping team. Tenure mapping not possible as most council and ex council blocks will be mixed tenure. Scoping on typology to follow subject to further discussions with management in Q1 17/18.
1.1a	Identify opportunities for estate based investment	Mark Baigent (PLACE) Ann Sutcliffe (PLACE)	31/12/16	Overdue	85%	Estate based investment is still under discussion and opportunities are in the process of being identified. A report is likely to be presented to Cabinet in Q3 17/18.
1.1a	Publish area profiles demonstrating commercial concentrations as destinations	Andy Scott (PLACE)	31/03/17	Completed	100%	Area profiles completed and seven priority areas agreed. Shop Tower Hamlets Digital maps to be published.
1.1a	Produce consultation draft version of the Growth Strategy for Mayor in Cabinet's consideration	Andy Scott, Mark Baigent, Owen Whalley (PLACE)	31/03/17	Overdue	45%	A framework document has been produced and additional sections have been added to inform on the economic aspects of the paper outlining disadvantaged areas, demographics and areas of concentration. Further work is underway to identify and evidence the growth sectors and skills requirements from business to inform the skills and training plans. A procurement is underway to bring on board additional resources to speed up the development of a final draft strategy.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1b	Implement a programme of business support for Tower Hamlets businesses and entrepreneurs	Cabinet Member for Work and Economic Growth	31/03/17	Completed	98%	Delivery of the business support programme is now well underway. All elements are being delivered by the contracted organisations - YTKO and Destination CMS for Retail Marketing Ready, YTKO for Supply Ready and London Small Business Centre for Start Up Ready.
<b>Milestone</b>						
Ref	Activity	Lead Officer	Deadline	Status	% Comp	Comments
1b	Ensure entitled businesses apply for reliefs and grants to manage the impact of the Government's retail rate changes	Roger Jones (RES)	30/06/16	Completed	100%	Work has been completed to identify those businesses who may be entitled to Small Business Rates Relief to minimise the impact of the ending of the Government's Retail Relief Scheme. Further work in this area will commence when the new 2017 rateable values are confirmed and the new Small Business Rate Relief provisions are introduced.
1b	Deliver new entrepreneurship training programme	Andy Scott (PLACE)	31/03/17	Completed	100%	Training sessions have now commenced and a number of Tower Hamlets residents are engaged on the courses. Business Plans are being developed as part of this process.

1b	Deliver new start up and growth grants for small business project	Andy Scott (PLACE)	31/03/17	Completed	100%	The successful contractor- London Small Business Centre - has been identified for this activity. A contract will be issued early in Q1 2017/18
1b	Deliver training to small businesses on retail and marketing	Andy Scott (PLACE)	31/03/17	Completed	100%	The training has commenced and work has also started on the website (undertaken by Destination CMS).
1b	Deliver training and skills as part of geographic focused town centre projects	Andy Scott (PLACE)	31/03/17	Delayed	90%	The social media training is being delivered shortly. Close collaboration is taking place between teams in Economic Development to ensure that there are referrals onto the business support programme from Town Centres.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1c	Create the right environment for business growth, delivering the Whitechapel Vision, securing the provision of appropriate workspace (including for scale-up businesses) and meeting the advanced IT infrastructure needs for businesses	Executive Mayor, Cabinet Member for Work and Economic Growth	31/03/17	Completed	100%	'Enterprising Whitechapel' has been completed and considers demand for workspaces as well as skills development, programme delivery is underway and output monitoring is ongoing. A grant funding agreement has been approved for a new enterprise support hub in Whitechapel. A range of workspace providers were identified through two calls for sites and associated bidding processes which was followed by activities to implement workspaces with providers where these were found to be feasible. A network of workspace providers has also been established in not just Whitechapel but borough wide. Substantial work has been completed in ensuring high occupancy rates in borough shared workspace, and two meetings of the workspace providers' forum have taken place. The new business friendly initiative will now be delivered as part of the smarter together programme. A PID is been approved to provide funding for the project for the next 2 years. A Strategic Partnership is also being developed.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
1c	Update the Whitechapel Vision regeneration strategy towards delivering physical affordable workspace and supporting enterprise and skills training	Owen Whalley (PLACE)	31/05/16	Completed	100%	'Enterprising Whitechapel' has been completed and considers demand for workspace as well as skills development. Delivery and monitoring of outputs remains a core part of the Whitechapel Vision Delivery Team work programme.
1c	Approve the funding schedule for a new enterprise and business support hub in Whitechapel funded by the High Street Fund	Owen Whalley (PLACE)	31/10/16	Completed	100%	Grant funding for this project has completed all Commissioner reporting processes and a full phased funding schedule has been received and approved as part of a grant funding agreement.
1c	Initiate support for new businesses through the High Street Fund by identifying at least 5 workspace providers and users	Owen Whalley (PLACE)	31/10/16	Completed	100%	A range of workspace providers (more than 5) were identified through two calls for sites and associated bidding processes, this was followed by activities to implement workspaces with providers where these were found to be feasible.
1c	Develop an approved strategy for enabling employment growth through new workspace initiatives in Whitechapel	Owen Whalley (PLACE)	31/10/16	Completed	100%	Following the successful completion of an economic strategy for Whitechapel - 'Enterprising Whitechapel' - which included identification of opportunities for interim workspace, programme delivery is underway.
1c	Develop a Tower Hamlets business charter setting the guiding principles to facilitate delivery of mutual aims and objectives	Andy Scott (PLACE)	31/12/16	Completed	100%	The focus of the project has changed from Business Charter to Business Friendly Tower Hamlets. This will now be delivered as part of the Council's Smarter Together transformation initiative. A PID is been approved to provide funding for the project for the next 2 years. A Strategic Partnership has been created with a second meeting scheduled for 6th June. The internal steering group is being set up to provide direction for the project and a business survey is being put together to establish needs and benchmark current experience
1c	Engage with Whitechapel businesses to generate partnership and opportunity as part of the Growth Strategy	Andy Scott (PLACE)	31/03/17	Completed	100%	Substantial work has been completed in ensuring high occupancy rates in borough shared workspace, and two meetings of the workspace providers' forum have taken place.
1c	Identify and secure small affordable workspace	Andy Scott (PLACE)	31/03/17	Completed	100%	Work has continued with the workspace providers in the borough to engender networking and potential referral and move-on arrangements.
1c	Generate area profiles for business areas	Andy Scott (PLACE)	31/03/17	Completed	100%	Key areas for digital tech (Aldgate, Canary Wharf and City Fringe borders), bio med (Whitechapel) have been identified. Recommendations are being considered which will impact on delivery next year.
1c	Appoint contractor for delivery of Town Centre Wifi programme	Andy Scott (PLACE)	31/03/17	Overdue	80%	Options were developed for the wi fi procurement and a report was prepared seeking approval to undertake the required procurement. Approval has been now sought for concession contractors to be appointed to take forward this work. This should be received in May. Discussions have progressed with Highways, CCTV, Asset Management and Housing to agree on the use of the Council's assets for this purpose. Discussions have taken place to develop the Free Wi Fi for all project, which encompasses the Mayoral Growth bid.
1c	Develop partnerships in town centres to promote visitor consumer activity	Andy Scott (PLACE)	31/03/17	Completed	100%	Bethnal Green Forum and Roman Road Trust continue to perform this function in their respective areas. Partnerships are also being developed in Brick Lane and Roman Road West with further partnerships in consideration.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1d	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	31/03/17	Completed	100%	Work has continued to be undertaken in growth areas to better understand the specific needs of these sectors. This has encompassed work in the Fashion sector in quarter 4.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Q4 Status</b>	<b>Q4 % Complete</b>	<b>Comments</b>
1.1d	Identify key sectors through the Growth Strategy and convergence work	Andy Scott (PLACE)	31/03/17	Completed	100%	The report on commercial premises conditions by Regeneris contained a full analysis on the state of growth sectors in Tower Hamlets. Work is also well underway in identifying the needs of emerging clusters. This includes Regeneris's report into growth areas and affordable work space, the delivery of a cultural and creative sector event and a digital tech event.
1.1d	Target sectors identified as part of business engagement projects	Andy Scott (PLACE)	31/03/17	Completed	100%	The Enterprise Team has organised events concerned with shared workspace provision, the cultural and creative sector and the recruitment requirements of high-tech/digital enterprises. In Q4 this included events around Fashion to better understand this long-standing sector, particularly in relation to the proposed East London Fashion Cluster.
1.1d	Develop communications strands of work for sectors	Andy Scott (PLACE)	31/03/17	Completed	100%	Development complete. The Enterprise Team have developed communications strands and regularly sends out targeted communications for identified enterprise sectors.
1.1d	Implement a programme of round table discussions to identify growth opportunities and how these can be aligned to local skills and residents	Andy Scott (PLACE)	31/03/17	Completed	100%	In Q2 and Q3, a research project was carried out concerning the recruitment requirements of high-tech digital businesses, culminating in a round-table discussion. A further Fashion roundtable event was also organised in Q4 which looked at skills gaps, distribution networks and local designers needs in the borough.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.1e	Develop and deliver a High Streets and Town Centres Strategy	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/17	Delayed	90%	The Town Centre Strategy has been approved by MAB and considered by Cabinet in April 17.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Q2 Comments</b>
1.1e	Develop a new 5-year markets strategy (2016-2021)	Roy Ormsby (PLACE)	31/05/16	Overdue	90%	Currently on hold pending restructure of the markets service, but on-target to go to DMT for first approval in September 17.
1.1e	Develop the Whitechapel Town Centre Retail Vision	Owen Whalley (PLACE)	31/07/16	Completed	100%	The Retail Vision has been developed and is at implementation stage.
1.1e	Assess retail viability as part of the Local Plan evidence base gathering	Owen Whalley (PLACE)	31/07/16	Completed	100%	Carter Jonas have completed a Town Centre Study to provide evidence base support for policies in the Local Plan. The assessment included the vitality and viability of all town centres in the borough. This work has now been presented.
1.1e	Develop new market business improvement and investment plans	Roy Ormsby (PLACE)	31/07/16	Overdue	70%	Business improvement and investment plan forms part of the overall 5 year markets strategy.
1.1e	Develop proposals for shop front improvement model of delivery	Andy Scott (PLACE)	30/09/16	Completed	100%	Proposals developed and DMT have approved an approach to shop front improvements, which is now being piloted in Roman Road East. Architects have been appointed to undertake design work.
1.1e	Proposal for choice of pilot Town Centre(s) project	Andy Scott (PLACE)	30/09/16	Completed	100%	In December, Cabinet approved the choice of pilot areas for the Thriving High Streets project.
1.1e	Protect the vitality and viability of the Council's key office locations and town centres from the negative effects of Permitted Development Rights through the preparation of a case for Article 4 Direction	Owen Whalley (PLACE)	31/12/16	Overdue	20%	Given the change in resources and the demands of drafting the Local Plan, making the case for Article 4 Direction has been delayed. An initial draft justification has been completed, along with identification of areas for inclusion. Consultations on phases 1 and 2 are expected to commence October 17 and March 18 respectively, which are expected to last for approximately six weeks each. Assuming that no amendments are required as a result of the consultations or by the direction of the Secretary of State, the Article 4 can proceed straight to Full Council for adoption at the earliest opportunity. The Article 4 must be adopted by 1 <sup>st</sup> June 2018 to be in place for 1 <sup>st</sup> June 2019.
1.1e	Implement Town Centre toolkits to include: 1. Town Centre indicator list 2. Communications and profiles 3. Generation of Town Centre Partnerships	Andy Scott (PLACE)	31/03/17	Completed	100%	Each Town Centre has been ranked according to a set of criteria from Association of Town Centre Managers. Communication Plans for each Town Centre area and partnership developments in Brick Lane and Roman Road West are in progress.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments

1.1f	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	31/03/17	Completed	100%	Employment SPD for proposed financial and non financial obligations has been reviewed to ensure a robust evidence base against any future challenge. Economic Benefits Team working to ensure all obligations are maximised, delivery is supported through employment and supply chain support initiatives, and effectively monitored. Data being used to project skills vacancies and influence targeted training provision for local people. This work is ongoing but 2016/17 targets have been met. Social Value Act 2012 will be reviewed and the Growth and Economic Development service will be revising Procurement Imperatives to ensure all elements are captured.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.1f	Cabinet approval to consult on Revised Planning Obligations Supplementary Planning Document (SPD)	Owen Whalley (PLACE)	30/04/16	Completed	100%	Cabinet approval to consult on the Revised Planning Obligations SPD was granted at the meeting held on 5th April 2016. Subsequently, the public consultation ran from 29th April 2016 until 5th June 2016.
1.1f	Devise and deliver a training programme to Development Management officers on negotiations in relation to securing local employment benefits in s106 agreements	Owen Whalley (PLACE)	30/09/16	Completed	100%	Economic Development team is working with procurement and planning to identify areas of development when looking at economic benefits from s106 agreements and council procurement contracts. Short group training sessions are delivered to provide advice and guidance on ensuring the maximum output of employment benefits are obtained through these methods. Training sessions were held in November 2016 and will be ongoing as and when necessary.
1.1f	Adopt Planning Obligations SPD	Owen Whalley (PLACE)	30/09/16	Completed	100%	Approved by Mayor in Cabinet on 6th September 2016 and subsequently adopted.
1.1f	Review and revise as required all existing local employment clauses in s.106 agreements	Owen Whalley Andy Scott (PLACE)	30/09/16	Completed	100%	Employment SPD for proposed financial and non financial obligations has been reviewed to ensure a robust evidence base against any future challenge.
1.1f	Maximise employment and enterprise contributions through planning obligations SPD	Andy Scott (PLACE)	31/03/17	Completed	100%	This work is ongoing but 2016/17 targets have been met; work will continue. Social Value Act 2012 will be reviewed and GED will be revising Procurement Imperatives to ensure all elements are captured.
1.2 More residents in good-quality, well-paid jobs						
<b>Ref</b>	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.2a	Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/17	Completed	100%	WorkPath launch completed. Partnership development and formal MoU agreements in place and increasing. 2016/17 targets completed, but work will continue to consolidate and expand.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.2a	Finalise contract arrangement for funding	Andy Scott (PLACE)	30/04/16	Completed	100%	ESF contract signed with lead accountable body (Hackney Council) Upscaling of Raising Aspirations delivery model and ESF programme fully implemented April 2016.
1.2a	Progress proposals for community based delivery site(s)	Andy Scott (PLACE)	31/07/16	Completed	100%	ED teams Continue to provide comprehensive internal and external data sets, as well as with employers, to provide an accurate picture of local opportunities and skills requirements. Information shared across a range of partners
1.2a	Produce labour market information briefings on future jobs and requirements	Andy Scott (PLACE)	30/09/16	Completed	100%	Economic Development teams Continue to provide comprehensive internal and external data sets, as well as with employers, to provide an accurate picture of local opportunities and skills requirements. Information shared across a range of partners.
1.2a	Utilise labour market information briefings to hold sessions for young people, their parents and teachers	Christine McInnes (CS)	30/09/16	Completed	100%	Our Localised Labour Market Information (LMI) 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.

1.2a	Finalise shared customer relationship and tracking system specification	Andy Scott (PLACE)	30/09/16	Delayed	90%	Final feasibility testing underway, and anticipated to complete in Q1 17/18.
1.2a	Progress proposals for community based delivery site(s)	Andy Scott (PLACE)	30/09/16	Overdue	85%	Progress against this target is dependent on the finalisation of the Integrated Employment Service work and the operational practicalities. A key site investigation is underway to ascertain costs and risks. There will also be a complex negotiation to realise the investment required which could include moving from the Canary Wharf building. This work is ongoing.
1.2a	Report on year end targets	Andy Scott (PLACE)	31/03/17	Completed	100%	1170 Employment outcomes to be reported against Strategic Performance Measure 7017 / D&R1 - Job starts for Tower Hamlets residents supported by Employment and Skills Programmes, which is 2.5% off the upper target of 1200 and 17.7% over the lower target of 994.
<b>Ref</b>	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.2b	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	31/03/17	Completed	100%	WorkPath launch completed. Partnership development and formal MoU agreements in place and increasing. 2016/17 targets completed, but work will continue to consolidate and expand.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Q2 Comments</b>
1.2b	Incorporate learning from pilot project on supporting benefit capped households into training and employment	Andy Scott (PLACE)	31/05/16	Completed	100%	Residents at risk of new revised benefit cap from October '16 (1800) identified in partnership with JCP. Filters being applied to identify those already being supported and work on-going to offer IAG, training and brokerage in coming months.
1.2b	Establish a strong working relationship with Jobcentre Plus to ensure that looked after children receive support into long-term employment	Nasima Patel (CS)	31/08/16	Completed	100%	The Leaving Care Service and the Benefit Service are now holding regular JobCentre Plus surgeries at the Leaving Care Service based at Kitcat Terrace. This takes place on a weekly basis.  The Mayor's Fund has recently approved a considerable amount of funding to help NEET Care Leavers into employment.  Partnership working continues with troubled families (now called 'Supporting Stronger Families'), Job Centre Plus, Poplar Harca, Housing Options, Careers Service, Idea Stores - See below.  Officers from the Supporting Stronger Families Team are seconded to work with Information, Advice, and Guidance clients. Joint registration and support events being held for benefit capped clients. Formal data sharing is now leading to more effective targeting of clients. Customer Relationship Management (CRM) model has been implemented. The details of a Council-wide common assessment advert referral process is dependent upon savings decisions and impending corporate restructure. The Employer Engagement Team recruitment is securing more skilled positions with key employers.
1.2b	Develop and implement an integrated employment service to align and coordinate Council employment support functions and working with partners	Andy Scott (PLACE)	31/12/16	Completed	100%	WorkPath launch completed. Partnership development and formal MoU agreements in place and increasing. 2016/17 targets completed, but work will continue to consolidate and expand.
1.2b	Develop delivery models with key employment partners	Andy Scott (PLACE)	31/12/16	Completed	100%	Relationships and agreements drafted for agreement in Dec 2016 with four key stakeholders in Employment and skills. Draft Mou's in operation to maximise cross sector and cross organisational working.
1.2b	Deliver a programme of training to support residents in moving into employment	Andy Scott (PLACE)	31/03/17	Completed	100%	Pre Employment Training programme in place. Construction training delivery currently out to tender. ESOL (sector focused) training agreed with Adult Learning and recruitment underway.
1.2b	Deliver council apprenticeships programme - 25 corporate apprenticeships	Andy Scott (PLACE)	31/03/17	Completed	100%	27 corporate apprentice starts achieved as of Dec 5th 2016.
1.2b	Develop proposals for the Councils response to the new Apprenticeships public sector target	Andy Scott (PLACE)	31/03/17	Completed	100%	Final paper for proposals, with Action plan, agreed by Place and Resources DMTs, and considered by CMT on April 12th. Steering Group will then continue with delivery of action plan.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.2c	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	31/03/17	Completed	100%	Activity complete. Numbers of individual learners within Speaking English with Confidence volunteer led groups have been doubled. Functional English has been introduced as a progression route for ESOL learners with Idea Store Learning. Employability Skills have been embedded within all Maths, English and ESOL Programmes within Idea Store Learning.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>

1.2c	Increase the number of Speaking English with Confidence volunteer lead groups to 50 percent	Shazia Hussain (RES)	31/03/17	Completed	100%	Numbers of individual learners has doubled: it would not be possible to double the groups.
1.2c	Introduce Functional English as a progression route for ESOL learners with Idea Store Learning	Shazia Hussain (RES)	31/03/17	Completed	100%	Milestone complete
1.2c	Embed Employability Skills in all Maths English and ESOL programmes within Idea Store Learning	Shazia Hussain (RES)	31/03/17	Completed	100%	Milestone complete
1.2c	Develop proposals for future commissioning third and private sector employment interventions aligned to the outcomes of the employment services review	Andy Scott (PLACE)	31/03/17	Completed	100%	The specific purpose of this task was to focus the strategic thinking of the efficiencies of Grant funding versus Commissioning. It was considered internally that the employment strand would benefit from a commissioning process rather than a grants process as it could then bring forward a number of different positive changes including output based funding, a requirement to operate jointly as part of a wider employment delivery partnership and also drive the receipt and progression of clients through a more integrated service delivery model. A proposal to shift from a grants model to a commissioning model has already been cited in the Voluntary and Community Sector Strategy 2016-2019 agreed at Cabinet and an action plan from May 2016. The strategy proposes alongside existing work to maximise economic and social benefits through procurement, it will be necessary to review council commissioning processes to achieve best value and active engagement from the voluntary sector. Therefore this task has been superseded and can be considered completed.
1.3. Young people realising their potential						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3a	Ensure adequate early help for the most vulnerable children and families, with a strong focus on safeguarding	Deputy Mayor Education and Children's Services	31/03/17	Delayed	88%	Most of the milestones for this activity have been achieved. There are delays to three of the milestones and these are explained below with new target dates for completion provided.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.3a	Establish local data sharing protocols, utilising birth registry data to improve attendance at children's centres	Christine McInnes (CS)	31/08/16	Completed.	100%	A data sharing agreement to enable live birth data to be provided to Children's Centres has been written. There has been ongoing liaison between Public Health and TH CCG regarding how to put this agreement in place.  TH Health Visiting Service information exchange pilot has been agreed and begun - consent is sought from parents to share new birth notification data with Integrated Early Years Service prior to sharing of data. The impact will be evaluated in July 2017.
1.3a	Develop a coordinated programme of universal family support for families with children under the age of 5, that targets those that are identified as in priority need	Christine McInnes (CS)	31/08/16	Delayed	75%	The new structure will be effective from the 1st of May. A training and development programme will run over the Summer term, as all the posts are new. Services will continue to be delivered, in the meantime, and become fully operational by the end of September 2017.
1.3a	Ensure that the social care front door has a clear early help offer for those families below the statutory threshold	Nasima Patel, Christine McInnes (CS)	30/09/16	Completed.	100%	The Early Help Hub was established in September 2016 however limited impact could be evidenced and it was not fully embedded in practice. The applications of threshold at the "front door" was inconsistent. This means that some children who require a statutory intervention do not receive this. In some situations families are redirected to Tier 2 services or to the Early Help Hub when thresholds for statutory threshold for intervention have been met, this is particularly in relation to domestic abuse notifications. There is widespread failing across core social work teams, which include the early help hub and the impact of intervention is yet to be evidenced,  Although there is a process to redirect work from the MASH to children's centres, the evidence of impact is yet to be established.  The borough's Supporting Stronger Families (SSF) is being aligned to this service as is the Youth and Parental Engagement services, with a focus on domestic abuse. The progress of improvement and evidence of Impact will be managed through the Ofsted Improvement plan.

1.3a	Ensure alignment of Signs of Safety within the CAF process at tier two, with the aim of strengthened partnership practice	Christine McInnes (CS)	31/12/16	Completed.	100%	<p>Signs of Safety is a practice framework developed to guide family focussed interventions around safeguarding, addressing needs and risk. It is not intended that Signs of Safety replaces the wider assessment of CAF, which is now known as the Early Help Assessment (EHA), but rather supplements CAF/EHA where there are safeguarding concerns.</p> <p>The Early help assessments are variable and some lack the information to support families to receive effective support, focusing on singular issues. Training has been rolled out to practitioners at Tier 2 to support the work of S of S and CAF/EHA. This will be further embedded in 2017</p> <p>SoS is embedded in social work practice. Extensive training has been rolled out to practitioners at Tier 2 to support their work on safeguarding. There is a clear practitioner statement about the alignment of SoS and CAF/EHA: a revised version will be circulated by the end of March 2017.</p>
1.3a	Embed the integrated review of two year olds	Christine McInnes (CS)	31/01/17	Completed.	100%	<p>There are no 'review' findings to report as such as the review is at the individual child level, which occurs at 2 years to 2 and half years old. The Integrated part is that health visitors and relevant Early Years staff deliver the review assessment together. This is currently offered to 100% of parents of children aged 2 years to 2 and half years old. However take up of this offer by parents is low (about 60%) and so the majority of visits are being conducted at home by Health Visiting staff alone.</p> <p>Work is currently being undertaken by the service to get better insight into why there is low take up of the offer. Overall, the integrated review of children aged 2 years to 2.5 years old by Health Visiting Service and Early Years Service is embedded.</p>
1.3a	Complete the analysis of adolescents on the edge of care as part of the GLA sponsored multi-borough project, alongside an improved in house offer for this group	Nasima Patel (CS)	31/03/17	Delayed	80%	<p>A proposal was taken to Cabinet on September 6th 2016 to introduce the concept of a 'payment by result' contract, as part of the Social Impact Bond GLA multi-sponsored project. This project will provide an early help offer for adolescents on the edge of care. We have been awarded funding as a partnership of 5 boroughs to partly fund our outcome payments for the project and services will be in place by September 2017.</p> <p>Alongside this, Children's Social Care have developed a safer lives initiative which aims to identify those children who display high risk behaviour earlier on in their lives to offer a specialist partnership and specialist services. This proposal is in development and will offer the framework for the 'payment by results' contract. The delay is partly attributed to the complex nature of of working across 5 boroughs.</p>

1.3a	Work with young people in trouble utilising families and communities for support to reduce harm	Nasima Patel (CS)	31/03/17	<b>Delayed</b>	60%	<p>a) The re-design of the new service model is now more aligned to early intervention and up and running. The governance arrangement is managed through the Tower Hamlets &amp; City of London Youth Offending Management Board.</p> <p>Although we think the new service model will be more effective in reducing harm as it will offer support to families as well as the young people, the level of violence has increased over the last few years but the partnership response has been slow, possibly because of a lack of a robust understanding of the level of risk and vulnerability for a small cohort of children in the borough. This was cited in the Troubled Lives, Tragic Consequences Review. This has slowed down the development of a 'reducing youth violence' strategy and prevented a range of community resources from being positioned to address the issues. This has been rectified in 16-17 but there is an inevitable time-lag hence the performance is as stated.</p> <p>There are a number of challenges due to an increase in local youth violence in recent years. The service is preparing for a national inspection led by the HMIP/Ofsted this year.</p> <p>b) The service is working with the police on establishing the most up-to-date profile of youth violence and gang activity in the borough. It is also working with the Community Safety Partnership (CSP) to secure additional resources for focussed interventions on youth violence, specifically around knife crime. The service has received confirmation of funding for a Data Analyst position to support the connection between gang activity, youth violence, child sexual exploitation, missing, and radicalisation. The new target date for completion of this milestone is July 2017.</p>
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Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3b	Develop a sustainable offer of support to children with special educational needs (SEN)	Deputy Mayor Education and Children's Services	31/07/16	Delayed	80%	This activity is delayed. The SEN Strategy which is being developed will outline the range of provision and support for children with special educational needs and respond to recommendations arising from the SEN review. This is further explained below.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3b	Review SEN provision to ensure the offer is sustainable and high quality in a context of raising demand	Christine McInnes (CS)	30/04/16	Completed.	100%	The report of findings from the SEN Review has been shared with key service areas.
1.3b	Carry out actions and recommendations arising from the review	Christine McInnes (CS)	31/07/16	Delayed	60%	<p>Due to the decision to undertake an extensive, two stage, informal and formal consultation process in developing the subsequent SEN strategy to ensure a diverse group of stakeholders have an opportunity to influence the contents, there has been an amendment to the initial timetable.</p> <p>The new timetable will align the development of the strategy with the financial year, ensuring the necessary financial changes arising from the new strategy can be implemented.</p> <p>The new SEN strategy will address key issues identified through the review, including:</p> <ul style="list-style-type: none"> <li>- improved communication with children, young people and families;</li> <li>- update and accelerate assessment processes; and</li> <li>- improve joint commissioning.</li> </ul> <p>The new target date for the strategy to be launched is February 2018.</p>
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3c	Improve educational aspiration and attainment	Deputy Mayor Education and Children's Services	31/03/17	Completed	100%	The new target date for the strategy to be launched is February 2018.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3c	Monitor the progress of pupils at a school level to support early intervention where individual schools, or groups of pupils, are at risk of underachieving; supporting schools in ensuring all pupils reach their full potential	Christine McInnes (CS)	30/09/16	Completed	100%	The Primary Education and Partnership team support staff in schools to identify underperforming groups through central training sessions and one to one work with leaders in schools. Advice on interventions and specific training can then be given to support staff in accelerating progress for these pupils to help them to reach their full potential. Data will be made available from the Department of Education in mid-October for 2016 results.
1.3c	Avoid intervention in our schools by supporting the dissemination of good practice, producing high quality data and intervening earlier when failure is likely	Christine McInnes (CS)	30/09/16	Completed	100%	This is an ongoing piece of work which the School Improvement Team deliver through termly risk assessment of schools with the Director at Senior Management Group meetings.
1.3c	Work with schools to identify under-performing groups and identify and overcome the specific barriers to achievement	Christine McInnes (CS)	31/03/17	Completed	100%	Work has been undertaken to explore levels of achievement amongst White UK pupils. The Council held a conference to discuss Institute of Education research findings about this group last year and have had a follow up session in September 2016. This group are a key discussion topic during school autumn visits by the service. The Tower Hamlets Equalities Steering Group reviewed this work in December 2016. The Headteacher from George Green attended the meeting. Further follow up action has been identified. A Steering Group in the service will meet up in April and July to follow through these actions, as well as support Tower Hamlets Education Partnership to set up a 3rd conference for schools in Autumn 2017 to take review and continue to work together to overcome the barriers experienced by this cohort of children.

1.3c	Implement an action plan to improve white British pupil attainment in schools	Christine McInnes (CS)	31/03/17	Completed	100%	The Action Plan and projects were launched and shared with schools at the 'One Year On' Conference which took place on 22.09.16. Ten schools attended along with teams from the Council. This was hosted by George Green's Secondary School. This will be implemented during the academic year and interventions will be monitored by the Service's Steering Group.
1.3c	Work across the Council to ensure that data is captured/co-ordinated to promote understanding of how disadvantage can limit educational success	Christine McInnes (CS)	31/03/17	Completed	100%	This is an on-going piece of work. End of key stage attainment data is analysed on release by primary and secondary teams. This is to identify underperforming schools and pupil groups, which then become a priority for school improvement work.
<b>Ref</b>	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3d	Ensure better outcomes for looked after children and young people	Deputy Mayor Education and Children's Services	31/03/17	Completed	100%	The milestones for this activity are complete.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3d	Review processes to support children's emotional wellbeing to inform individual bespoke packages and our commissioning intentions	Nasima Patel (CS)	30/09/16	Completed	100%	The CAMHS Team are integrated into the Children's specialist services and are working alongside carers, Virtual School and social workers. There is a monthly Steering Group that keeps an overview of health indicators for children looked after. The last meeting took place on 13/03/17. 'Strength Difficulties' Questionnaires' (SDQ) are being completed by foster carers, residential workers, teachers and birth parents. This is a new indicator which informs the Management Information Report requests.  So far, out of 194 children, 191 were sent the SDQ form; approximately 103 forms were received, and 81 carers did not complete the form.  The Children Social Care Team is working with the CAMHS Integrated Team and CCG as to how the analysis from the SDQ will inform future service planning. A report will be presented to the Health and Well-being Board in May about the emotional well-being of care leavers.
1.3d	Increase CAMHS interventions and offer for foster carers and our children and young people	Nasima Patel (CS)	30/09/16	Completed	100%	CAMHS Integrated Team is on site with Children's Social Care. This has improved accessibility and access to consultation for both carers and social workers. There has been evidence of improved brokerage for out of borough high risk need and a dedicated project is looking at therapeutic needs of children placed out of borough (within 20 miles).
1.3d	Support children and young people to be fully involved in their care planning through LAC review process and participation work	Nasima Patel (CS)	31/12/16	Completed	100%	A review was undertaken in collaboration with Unicef. This was a council study into Looked After Children. This report was recently presented to the Corporate Parenting Group.  Additional work was undertaken where a survey of views was compiled of care leavers and children looked after. This report was tabled at the Children in Care Council and the Overview & Scrutiny Committee.  In terms of participation, the Children's Society have been commissioned to independently support the 'Children in Care' Councils. We envisage a participation officer working with Children Looked After and Care Leavers so as to improve accountability, and responsiveness to the concerns of children in care.
1.3d	Explore the overrepresentation of some groups of young people in the LAC cohort	Nasima Patel (CS)	31/12/16	Completed	100%	A report examining over-representation of children by ethnicity in areas including early years, GCSEs, Health, Poverty, NEETs, LAC, and substance misuse has been produced. The report has concluded that mixed race children, after White British children are experiencing disadvantage. This report was presented to Children's DMT on 27th September. Short term follow up action has been completed.  The Corporate Parenting Board has recently established a dataset of performance indicators. This will be a key indicator explored through the CPB and the delivery of the Children Looked After Strategy.

1.3d	Develop a clearer offer to support children and young people at the edge of care and develop a clear rehabilitation and enhanced contact package	Nasima Patel (CS)	31/12/16	Completed	100%	Although the Government's DfE bid was not successful, we are working together to deliver Safer Lives. We are in the first phase of development, with consultancy support. Work is underway to enhance the current offer of support to children and young people on the edge of care through an improved multi-systematic /multi-disciplinary team.
1.3d	Ensure that health care plans and passports are in place for all Looked After Children	Nasima Patel (CS)	31/12/16	Completed	100%	The number of health care passport issued last year was 61. This year we have been keeping a log to ensure that all young people aged 17 years old receive a Health Care Plan even if they choose not to attend appointments or see someone.
1.3d	Review the commissioning arrangements for children and young people in residential care out of borough	Nasima Patel (CS)	31/03/17	Completed	100%	As part of commissioning for out of borough of children, we have worked to get better value. We have also worked with CAMHS and CCG to improve the therapeutic support to out of borough children. For children with Special Educational Needs, and where their Education, Health and Care Plan (EHCP) identifies the need for a residential school, any proposed provision is considered by the Joint Commissioning Panel (JCP), which comprises representatives from Social Care and Education and funds any authorised placement via a two way way split. For children placed in Welfare Secure residential care all placements are now currently commissioned via Hampshire Council which is a 'pilot' project set up by the government.  We continue to be challenged by a small group of hard to place adolescents with high risk behaviour. The numbers of this cohort have increased as a result of the CSC improvement work. We are working with other London boroughs to explore smarter commissioning solutions; (e.g innovative bids to DfE). We have also been working on a Social Impact Bond and developing the safer lives initiatives, both which will come on stream in 2017.
1.3d	Improve educational attainment of Looked After Children in partnership with the Virtual School and Careers Service	Nasima Patel (CS)	31/03/17	Completed	100%	All children have highlighted on their Personal Education Plan (PEP) forms and at their PEP meetings their entitlement to a careers interview and advice session from the service. This section is called 'Post-16 transition planning'.  Virtual Schools staff record that this support has taken place for the young person noting its outcomes on future pathways.  The Virtual School now links with the Careers service regarding Year 12 choices in Year 11, post-16 transition and future pathways. This work supports post-16 students and negates against any child becoming NEET by failing to enrol on to an appropriate provision.  The Virtual School has appointed a KS5 officer to take this work further linking to apprenticeships, Further Education choices, enterprise skills and careers. This will form part of a rich enterprise and enrichment programme drawing on our combined community links for older children.  Small starts have been made here linking with Tower Hamlets Education Business Partnership (THEBP), West Ham and Sports England on mentoring. This needs to be consolidated into tangible programmes.
	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3e	Improve educational and vocational provision at post-16	Deputy Mayor Education and Children's Services	31/03/17	Delayed	83%	The milestones for this activity are mostly complete. The Secondary School Improvement Team will no longer continue to exist due to changes with funding arrangements with schools. In future, school improvement priorities will be developed and managed through the Tower Hamlets Education Partnership (THEP).
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>

1.3e	Provide parents with information about aspirational progression routes for young people leaving school, college or university including vocational routes	Christine McInnes (CS)	30/09/16	Completed	100%	Information is provided to parents through a range of mechanisms. These include: a) school websites (where curriculum details are included), b) the Parent and Family Support Service annual conference, and c) partnership work with schools.  Members of the Secondary Education and Partnership Team attend school parents evenings when requested. The team and the careers team organise higher education and careers events that parents are invited to attend.
1.3e	Work with schools to support the development of academic literacy, by providing one to one tuition for students and support teachers which schools can access	Christine McInnes (CS)	31/12/16	Completed	100%	The 1:1 academic English tuition programme has been established in schools but funding for the programme has now finished. Seven of our schools have funded the tutors to continue the programme. In addition London Schools Excellence Fund (LSEF) funding has been used for coaching teachers who then work with the academic English tuition structure in their classrooms. It is being continually delivered but varies from school to school – depending on funding available in the school.
1.3e	Disseminate floor targets for 18 year olds widely, supporting schools in ensuring our most able students have an appropriate range of options when leaving school or college	Christine McInnes (CS)	31/12/16	Completed	100%	The data for the floor targets are accessible to all schools from the DfE website. The DfE has brought in new floor standards for the 2016 results. These will be based on a value added progress measure - the exact measure will be published once the results are checked and validated. For academic subjects it is likely to be -0.5 - meaning on average half a grade below national.
1.3e	Work with schools to provide support to vulnerable young people to move into education, training and work so that they can reach their full potential and become active and responsible citizens	Christine McInnes (CS)	31/03/17	Completed	100%	A post -16 alternative provision programme is being established and links with Tower Hamlets college are being strengthened. There are strong existing links with schools that have post- 16 SEN provision and programmes that include progression to the College which have been established. There has also been work with Tower Project developing supported work experience placements for SEN students. Routes to adulthood has been a key theme in the SEN review and schools have been involved in developing work around this theme.
1.3e	In response to the Government's 'Post-16 education and training institutions Area review', produce a local map of post-16 provision and agree an approach to address unevenness of post-16 provision by setting out the strategic approach and priorities for all local post-16 providers	Christine McInnes (CS)	31/03/17	Delayed	50%	This is off-track due to Government delay. The government's post-16 review is not due to report until early next year but a local map of post -16 provision had been completed and this has been taken to the 14-19 partnership, the Head of Sixths forum and to all Headteachers. A balanced and inclusive post- 16 offer will be one of the first tasks for the Tower Hamlets Education Partnership but this will have to be informed by the outcome of the reviews.
1.3e	Develop clear alternatives, in line with Level 2 & Level 3 vocational courses that are being introduced as part of the post -Wolf review of vocational education, to help address unevenness of post-16 provision	Christine McInnes (CS)	31/03/17	Delayed	50%	This will be part of the post -16 mapping exercise and therefore will link to the outcomes of the Government's post- 16 area review. The vocational reforms at KS2 and KS3 are being introduced over the next 2 years and will result in significant changes. Tower Hamlets College could also be a significant partner in this, and work is being undertaken to strengthen relationships.
<b>Ref</b>	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3f	Support all young people to access enrichment and social activities	Deputy Mayor Education and Children's Services	31/03/17	Delayed	87%	Most of the milestones for this activity have been achieved except for implementing the changes for the Youth Service, as the restructure was only agreed by Cabinet in January 2017.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.3f	Undertaking a strategic review of the youth service, consulting with stakeholders and young people.	Debbie Jones (CS)	30/09/16	Completed	100%	The Youth Service Review commenced in January 2016. The review has undertaken consultation to establish views of stakeholders to help the Youth Service to establish its priorities in advance of implementing its budget saving proposals.  Two consultation exercises have now taken place with key stakeholders including young people, parents, carers and youth activity providers. The consultations took place in March and April 2016 and again in October and November 2016. In total, more than 600 individuals participated in both consultations.
1.3f	Review options for the delivery of youth services for decision by LBTH Executive	Debbie Jones (CS)	31/12/16	Completed	100%	A report was presented to Cabinet in January 2017 setting out options for service delivery for the Youth Service.  On 10th January 2017, Cabinet agreed for the Youth Service to be restructured using the Hub Youth Centre as a delivery option.

1.3f	Implement changes to youth services to support the desired outcomes	Debbie Jones (CS)	31/03/17	Delayed	60%	The deadline to achieve implementation of changes was ambitious. The restructure of the youth service commenced on 23rd January 2017. It is expected to be concluded in summer 2017.
<b>1.4 More people living healthy and independently for longer</b>						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4a	Promote healthy lifestyles and address the wider causes of ill health, through a refreshed Health and Wellbeing Strategy, which commits all sections of the council to actively promote the health and wellbeing of all our communities	Cabinet Member for Health and Adult Services	31/12/16	Completed	100%	Although the milestones for this Activity has been completed, this is on-going work.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.4a	Strengthen the systems leadership and role of the board	Somen Banerjee (AS)	31/05/16	Completed	100%	An LGA Peer Review was undertaken and completed this year. Recommendations are now being implemented. The partnership arrangements have been strengthened between the Council and the CCG. The Health and Wellbeing Strategy refresh development process has led to an increase in the ownership of Board members and its priorities.
1.4a	Develop and deliver a revised Health and Wellbeing Strategy, fully endorsed and produced by all partners	Somen Banerjee (AS)	30/06/16	Completed	100%	A new Health and Wellbeing Strategy 2017-2020 was agreed by the Health and Well-being Board in February 2017, and then presented to, and agreed by Cabinet on 7th March 2017. It sets out five strategic priorities for the borough: 1. Communities Driving Change; 2. Creating a Healthier Place; 3. Employment and Health; 4.Children's Weight and Nutrition; and 5. Developing an Integrated system.
1.4a	Develop and deliver an engagement strategy for all formal partners and the wider public	Somen Banerjee (AS)	30/09/16	Completed	100%	Engagement sessions aim to make the Health and Wellbeing Board meetings more accessible and visible to the local community, by holding them out of the town hall and more at community venues. An engagement session was held at an IDEA store and which sets the direction for future engagement. In the new Health and Well-being Strategy, engagement is embedded through 'Communities Driving Change' priority.
1.4a	Ensure the delivery of a robust communications plan for the wider council, partner organisations and the public	Somen Banerjee (AS)	31/10/16	Completed	100%	This is work in progress and plans are set out in the draft Health and Wellbeing Strategy. A Communications Plan is built into the new Strategy - through its main priority of 'Communities Driving Change'. This is an ongoing piece of work.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4b	Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse	Cabinet Member for Health and Adult Services	31/03/17	Completed	100%	Although the milestones for this Activity has been completed, this is on-going work.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.4b	Develop a 2016-19 Carer Strategy with carers and carry out actions for 2016-17, including actions to support carers with employment and wellbeing	Karen Sugars (AS)	30/06/16	Completed	100%	A series of events have taken place with a range of carers. Analysis has been completed with national and local data being applied. Tower Hamlets Carers Strategy 2016 - 2019 has been developed through a co-production process of extensive engagement and involvement with a range of carers groups in the borough.  The Strategy was presented and agreed by Cabinet in March.
1.4b	Develop a Prevention strategy for adult social care, acting as a sub-strategy of the Health and Wellbeing Strategy	Somen Banerjee (AS)	30/06/16	Completed	100%	One of the five priority areas of the Health and Wellbeing Strategy refresh is to develop an integrated system with joined up health and social care for all - a vision which is based on community engagement and ownership. A 'Promoting Independence' Strategy is in place. It has been agreed that the Health and Wellbeing Board develops a broader approach to prevention so that it fits in with the integration agenda. THT has a preventative element built into the THT Plan under population health.

1.4b	Strengthen and promote practice which enables greater independence and choice for service users	Cath Scholefield (AS)	30/09/16	Completed	100%	<p>Practice has been strengthened and promoted as part of embedding the Practice Framework in all parts of adult social care. This has been applied since 2015 with the implementation of the Care Act 2014. By applying the right tools and providing staff with training, this has enabled more person centred and strength based assessments.</p> <p>The Practice Framework for Adults Social Care was published in January 2017, with the aim of strengthening social work practice across all aspects of adult social care. Although the Practice framework was introduced in 2015 - to work alongside the implementation of the Care Act 2014 - the new published framework provides staff with the right tools to enable more person centred and strengths based assessments.</p> <p>However, there is room for more improvement and the Director of HAC has set up an Improvement Board as a lens to focus on areas where social work practice can be strengthened. This is an ongoing piece of work.</p>
1.4b	Evaluate the Practice Framework and deliver improvements (how social care assessments are carried out) in adult social care	Cath Scholefield (AS)	31/12/16	Completed	100%	<p>The Practice Framework was launched in 2017 and published on the Staff Intranet. This is about providing a person centred and strengths based assessment to determine which elements the Council is able to resource and which area is the service user's responsibility. This is an ongoing piece of work. The Practice Framework is likely to be refreshed next year once learning has been reviewed.</p>
1.4b	Carry out the adult social care Information Plan, improving early information to support service users to access universal services	Karen Sugars (AS)	31/12/16	Completed	100%	<p>The ASC Information Plan seeks to improve communications about early support and prevention by:</p> <ul style="list-style-type: none"> <li>a) reviewing the nature of queries to the Assessment &amp; Intervention Team to differentiate between info/advice and Assessment/intervention;</li> <li>b) reviewing ASC leaflets and update information;</li> <li>c) Annual review of the Local Link contract and outcomes;</li> <li>d) Co-producing an Information Strategy with key stakeholders by Summer 2017;</li> <li>e) Promote the Community Catalogue online with Local Link through workshops.</li> </ul> <p>A paper was presented to the Integrated Commissioning (HAC) SMT, where the scope for the Information Strategy was approved, allowing for next steps.</p>
1.4b	Implement the Ethical Care Charter through our homecare contracts	Karen Sugars (AS)	31/12/16	Completed	100%	<p>Full implementation of the Ethical Care Charter has been incorporated into the contractual requirements for the new home care contracts. Home care contracts have been let and are being mobilised.</p>
1.4b	Transform older peoples day opportunities and implement the Day Service Review	Karen Sugars (AS)	31/12/16	Delayed	75%	<p>There has been a delay due to the issue around rents and Community Buildings. This is now close to resolution and a paper setting out a proposed commissioning strategy and procurement model has been considered and approved in principle by the HAC DMT. The timeline set out in this paper will see new contracts awarded by the end of 2017, with a transformed model of delivery at the core of the service specification.</p>
1.4b	Implement the new recovery model for mental health community services	Karen Sugars (AS)	31/12/16	Completed	100%	<p>A Cabinet report in 2015 proposed bringing together seventeen services on temporary annual contracts provided by the voluntary sector within one longer term contract with a coherent and co-ordinated service offer, and move away from a fragmented approach within the mental health day opportunities service area.</p> <p>Contracts have now been mobilised with one lead provider managing sub-contracted organisations working in partnership around core principles of recovery to enable better service user outcomes.</p> <p>These contracts sit within a new model known as the 'Mental Health Recovery &amp; Well-being Service' which is made up with the following components listed in the draft Mental Health Recovery &amp; Wellbeing Commissioning Prospectus: a) Local Organisation and Infrastructure; b) Peer Support &amp; Service User Involvement; c) Access, Advice &amp; Short Term Support; d) Community Engagement &amp; BME Inclusion; e) Longer term Planning and Support; f) Group Support Programme; g) Work &amp; Wellbeing Hub/ Vocational Training; h) Support into Paid Employment; i) Recovery College, and j) Mental Wellbeing and Loneliness.</p>

1.4b	Implement the Learning Disability Accommodation Plan, supporting more adults with a learning disability in out-of-borough residential care to return to the borough	Karen Sugars (AS)	31/12/16	Delayed	90%	The actions of the Learning Disabilities Accommodation Plan 2016-2019 are now being incorporated into a global 'Learning Disability Strategy 2017-2020'. This workstream is being led by the CCG with the public facing document due to be published in Q3 of 2017 following robust consultation.  The workstream to support people out of Residential Care and into in-borough supported accommodation has been picked up as part of the Smarter Together Programme (MTFS) and is being led by the CCG. A Housing Sub-Group of the Learning Disability Partnership Board has been established and will be responsible for the operational delivery of the project.
1.4b	Agree and implement an integrated service model with partners to join up Health and Social Care, including 7 day working and expansion of joint teams	Luke Addams (AS)	31/03/17	Completed	100%	Extended hours in hospital has been implemented to include 7 day working. Four locality community health teams continue to be supported by adult social care and will form the basis of the new integrated model going forward. Proposed model for restructure of adult social care is on course for completion by the end of March. To then be fully implemented during 2017-2018.
1.4b	Develop initiatives to tackle loneliness and isolation among older people and vulnerable adults	Karen Sugars, Cath Scholefield (AS)	31/03/17	Completed	100%	This work is now being taken forward via the Ageing Well Strategy and the Public Health Community Development programme. Further pilots will be run during 2017/18, and the wider approach to tackling loneliness and isolation will be embedded in the new approach to day provision.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4c	Keep vulnerable adults safer, minimising harm and neglect	Cabinet Member for Health and Adult Services	31/03/17	Completed	100%	DAAT and DIP service area integration complete; new substance misuse strategy adopted; overarching safeguarding action plan has been developed linked to lessons learnt from the LGA Peer review and SAR action plans.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.4c	Adopt new partnership Substance Misuse Strategy 2016-19	(HAC)	31/07/16	Completed	100%	Strategy adopted at Council on 21st September 2016
1.4c	Integrate DAAT and DIP service areas	(HAC)	31/07/16	Completed	100%	Restructure completed and operational from 1 April 2017
1.4c	Procure and implement new drug / alcohol treatment system	(HAC)	30/09/16	Completed	100%	Completed. Full suite of treatment services operational from 31 October 2016
1.4c	Undertake research into safeguarding areas of concern including underrepresentation from some ethnic groups and low care home referrals	(HAC)	31/03/17	Completed	100%	Research was undertaken by Policy, Programmes and Community Insight Team. The findings were presented to Adult Services Directorate DMT in September 2016, with a follow up DMT action for additional data. Further data analysis has demonstrated that more work needs to be done and these are currently being addressed proactively.
1.4c	Deliver actions in 2016-19 Adult Safeguarding Strategy including awareness campaign on safeguarding	Layla Richards (AS)	31/03/17	Completed	100%	This is an on going piece of work. The business plan is reviewed monthly by the Interim Strategic Manager for Adults' Safeguarding along with bi-monthly input from the Safeguarding Adults Board Executive Group. The latest version is published on the LBTH website.
1.4c	Implement the recommendations across all agencies arising from the LGA Peer Review and SAR Action Plans	Luke Addams (AS)	31/03/17	Completed	100%	1) An overarching safeguarding action plan has been developed linked to lessons learnt. 2) A recommendations tracking tool has been developed to ensure effective monitoring and oversight by service management and the principle social worker. This post has just been appointed to.  This is a dynamic action plan and remaining actions will be carried forward.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4d	Deliver the council commitment to the Mental Health Challenge and work with local employers to tackle mental health stigma	Cabinet Member for Health and Adult Services	31/03/17	Delayed	80%	Most of the milestone deliverables have been completed, except for a delay with how the process Mental Health Impact Assessments should be undertaken, with Corporate's involvement.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments

1.4d	Reduce mental health stigma by carrying out the "Time to Change" pledge and delivering a local awareness campaign on mental health	Somen Banerjee (AS)	30/06/16	Completed	100%	LBTH signed the 'Time to Change' pledge in April 2012 to demonstrate their commitment to tackle mental health discrimination and address stigma. We continue to tackle stigma by promoting positive perceptions of mental health across the Borough. This is to demonstrate to staff, service users, customers and the community that the council is leading the way to reduce the stigma surrounding Mental Health. This work is led by Human Resources and is on-going. Public health commissioned three mental health wellbeing projects (Loneliness Research, Action on Loneliness in Care Homes [befriending] and Flourishing Minds project (to address stigma). These have come to an end and a final project evaluation report will be produced. Findings from the research have informed the development of the Ageing Well Strategy and other findings will be taken forward in the new Health & Wellbeing Strategy priority - 'Communities Driving Change'
1.4d	Work with local employers, from large corporates and small and medium-sized enterprises to statutory and voluntary sector services, to promote mental wellbeing at work, actively tackle stigma and ensure people with mental health problems can find employment	Somen Banerjee (AS)	30/09/16	Completed	100%	A Time to Change Employers Forum has been established to support local employers who have signed or would like to sign the Time to Change Pledge to reduce stigma. The Forum, chaired by the Cabinet Member for Health and Adults Services, meets regularly and holds public facing events to promote awareness and encourage any employers who would like to join the Forum.  Going forward, we will link the Forum up with wider work to promote the London Healthy Workplace Charter, which promotes all aspects of health and wellbeing at work, including mental health and wellbeing.
1.4d	Strengthen local initiatives to develop emotional resilience and provide advocacy for people with mental health problems	Somen Banerjee (AS)	31/12/16	Completed	100%	Public Health commissioned three mental health projects to strengthen local emotional resilience, for adults vulnerable to or having mental health difficulties. These were: a) Conducting Loneliness Research; b) Action on Loneliness in Care Homes by providing befriending; and c) addressing mental health stigma through 'Flourishing Minds' project. These projects have come to an end and an evaluation is being prepared. Findings from the research have already shaped the new Aging Well Strategy, and learning from the other projects will inform the new TH Healthy Communities Programme that is being commissioned in response to the 'Communities Driving Change' priority of the new Health & Well-being Strategy.  We have been working to share the support we offer to staff with partner agencies, with externally funded Mental Health training being made available to staff from a wide range of organisations, including the community and voluntary sector partners. More funding has been secured to further develop the skills of our existing Mental Health First Aid Instructors, as well as to pilot suicide prevention training with frontline staff.  Extensive work has been delivered and is ongoing.
1.4d	Improve support to adults with mental health problems through the delivery of the Mental Health Strategy for 2016-17	Somen Banerjee (AS)	31/03/17	Completed	100%	Prior to signing up to the Mental Health Challenge, the Council already had a 5 year Mental Health Strategy in place, with a 2 year action plan that came to an end in 2016. At the end of 2016, almost all of the 84 activities in the Mental Health Strategy Action Plan have been completed. The Mental Health Partnership Board is currently developing a new action plan, through a development workshop scheduled for Spring 2017. The new action plan (2017-2020) will focus on delivering the aspirations of the NHS Five Year Forward View for Mental Health.
1.4d	Deliver the Mental Health Challenge and associated action plan, including activities across the full range of the council's services and "mental health impact assessments" for key policies	Somen Banerjee (AS)	31/03/17	Delayed	25%	Mental Health Impact Assessments are not yet developed, however a wide range of activity has taken place, as can be seen by the above updates relating to this Activity. It is planned the the MHIA's will be developed as part of a wider Health Impact Assessment which is proposed within the Health and Wellbeing Strategy. This is under consideration by THESG.
<b>Ref</b>	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.4e	Improve participation in sport, and other health promoting activities, at a community level	Cabinet Member for Culture	31/03/17	Overdue	90%	Open Space Strategy consultation completed and Open Space Strategy due to go to Cabinet in September 2017. Physical Activity & Sport Strategy outline agreed with lead member. Revised timetable seeks adoption in autumn 2017.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>

1.4e	Develop a programme of sports participation for the most inactive residents to further integrate sports development and the public health agenda	Judith St. John (CS)	30/09/16	Completed	100%	I Am Tower Hamlets', a community engagement programme designed to target the borough's inactive community has been developed and is in the early implementation phase. A co-ordinator for the overall project has been appointed. Taster sessions and community consultation have taken place to inform programme delivery. A programme of sports participation has also been included within the borough and Poplar Baths Community Engagement Plans, with each centre having specific targeted programmes to deliver. SPA is currently in consultation with Public Health regarding greater integration of the health programmes being delivered at Poplar Baths and those delivered by Public Health Commissioning.
1.4e	Develop a Sport & Physical Activity Strategy and consult on the draft Open Space Strategy	Judith St. John (CS)	30/09/16	Overdue	75%	Open Space Strategy consultation completed and Open Space Strategy due to go to Cabinet in September 2017. Physical Activity & Sport Strategy outline agreed with lead member. Revised timetable seeks adoption in autumn 2017.
1.4e	Support the delivery of a feasibility study for a Lido in Victoria Park	Judith St. John (CS)	31/12/16	Completed	100%	Outline feasibility to deliver a lido at Victoria Park was provided by GLL for the Mayors consideration.
1.4e	Complete the leisure related schemes including those in the 2016/17 capital programme or funded by S106/budget	Judith St. John (CS)	31/03/17	Completed	100%	Victoria Park Changing Pavilion Completed. Mile End Stadium astro-turf replacement was rescheduled to take place in the Summer 2017 following consultation with the pitch users in 2016 to minimise impact on league fixtures.

1.5 Reducing inequality and embracing diversity						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5a	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	31/03/17	Completed	100%	2016/17 targets met, but work continues as the scope of these outputs has expanded. Benefit Cap clients are being allocated to case officers; outreach work continues to expand and research papers are nearing completion. Final feasibility testing re CRM implementation underway."
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.5a	Develop options for a new Council Tax Reduction Scheme	Steve Hill (RES)	30/06/16	Completed	100%	Options for a new Council Tax reduction scheme have been produced and are being consulted on for consideration by the Mayor in Cabinet with a recommendation to Full Council before 31st January 2017.
1.5a	Develop a financial model to evaluate the costs and potential savings of various employment interventions to mitigate spend on welfare support and the wider impacts of welfare reform	Andy Scott (PLACE)	31/08/16	Delayed	90%	DMT/CMT report on affordable childcare and cost benefit modelling is being prepared for June 2017 CMT deadlines. The scope of these outputs has expanded and delayed delivery or of original target dates.
1.5a	Deliver communications and engagement programme to inform residents about forthcoming changes including the lowering of the Benefit Cap to £23k	Steve Hill (RES), Sharon Godman (GOV)	30/09/16	Completed	100%	The new lower benefit cap is due to come into effect on 7 November. A communications and engagement plan has been produced. All households affected will be contacted on an individual basis. The council is already engaged with households affected by the existing cap.
1.5a	Develop options for welfare support schemes including Discretionary Housing Payments and Crisis Loans	Steve Hill (RES)	31/10/16	Delayed	60%	Initial options have been developed - proposed schemes will be presented for consideration by July 2018.
1.5a	Implement approved CTRS scheme	Steve Hill (RES)	31/03/17	Completed	100%	CTRS scheme implemented
1.5a	Implement approved welfare support schemes	Steve Hill (RES)	31/03/17	Delayed	50%	The proposed scheme will be considered and approved by July 2018 for implementation.
1.5a	Develop and deliver a renewed multi-agency approach through the Welfare Reform Task Group	Sharon Godman (GOV)	31/03/17	Completed	100%	Welfare reform executive Officer Group created, bringing together key decision makers from across the council and statutory partners. Terms of reference and membership agreed for a wider Welfare Reform Reference Group, incorporating voluntary and community sector representatives from relevant local organisations and is due to meet in June/July 2017.
1.5a	Explore the impact of Welfare Reform on foster carers and care leavers	Nasima Patel (CS)	30/09/16	Completed	100%	There has been minimal impact on foster carers and young people who remain living with their foster carers as care leavers under 'staying put' arrangements as a result of the 'welfare reforms'. We have not seen a major change in applications to become foster carers or resignations as foster carers because of the 'bedroom tax'. For 'care leavers' who 'stay put' this is a 'familial' arrangement as opposed to a 'commercial' arrangement and they are therefore not affected at the moment. Universal Credit is likely to have minimal impact for this group under the current staying put guidance.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5b	Support more women and black and minority ethnic and disabled residents into employment	Cabinet Member for Work and Economic Growth	31/03/17	Completed	100%	The Council's employment service has seen noticeable increases in the numbers of women and BME residents both registering with the service and achieving a job outcome compared to previous financial year. Women both registering and achieving evidenced employment outcomes yielded the largest net increases; 70 more women registered (52.3% of all registrations) with 54 more gaining employment (46.0% overall employment outputs) compared to last year. Registrations of BME residents has seen a small net increase but still remains higher than previous years, overall percentage total 84%. Employment Outcomes has seen a net increase of 40 meaning 84.5% of all recorded employment outcomes were BME residents compared to 77.9% last financial year. Figures for disabled residents have not seen such improvement mainly due to changes in the definition and self declaration questioning of disability due to ESF contract delivery.
	Milestone	Lead Officer	Deadline	Q4 Status	Q4 % Complete	Q4 Comments
1.5b	Deliver the 'Women into Health and Childcare' programme	Andy Scott (PLACE)	31/03/17	Completed	100%	Programme delivered
1.5b	Implement new placement projects under 'Working Start' for disadvantaged groups	Andy Scott (PLACE)	31/03/17	Completed	100%	Placement projects implemented

1.5b	Deliver priorities on children leaving care - 10 leaving care internships	Andy Scott (PLACE)	31/03/17	Completed	100%	<p>Young people from the leaving care programme are provided with a mix of internship and traineeship placements. Internship placements are aimed at graduates and last for 10 weeks whilst traineeship placements are aimed at those not in Education, employment or Training (NEET) and last for 16 weeks. Updates by placement type are listed below.</p> <p>May 2016 – October 2016 8 traineeship placements (ongoing)</p> <p>July 2016 – September 2016 13 internship placements</p> <p>Planned: Jan 2017 – June 2017 10 traineeship placements</p> <p>July 2017 – September 2017 10 internship placements</p>
1.5b	Deliver opportunity for people with disabilities - 20 pre-apprenticeship placements	Andy Scott (PLACE)	31/03/17	Completed	100%	Target met. This target is to deliver 20 pre-apprenticeship placements for residents with learning disabilities, providing opportunities for them to develop knowledge and skills up to level 1 (Numeracy/Literacy/Employability), whilst gaining work experience. The programmes are delivered over a longer period of time to allow participants to successfully complete the training and embed the learning.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5c	Tackle obesity amongst primary school aged children with a particular focus on black and Asian children in order to reduce inequalities	Cabinet Member for Health and Adult Services	31/03/17	Delayed	68%	This will continue to be a priority for the new Health & Wellbeing Strategy 2017-2020, and will be reviewed accordingly.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
1.5c	Review of trends in overweight and obesity by ethnicity and gender, and use the findings to better target services to improve uptake and outcomes for black and Asian children	Esther Trenchard-Mabere (AS)	31/07/16	Completed	100%	The analysis has been done and is being incorporated into a JSNA factsheet on 'Healthy Weight in Children' and an equity analysis was presented to Tower Hamlets Equalities Steering Group in December. This work is ongoing.
1.5c	Complete review of the Phase 1 primary school neighbourhood pathfinder projects on making local services more accessible and responsive in relation to maintaining a healthy weight; with recommendations to inform Phase 2	Esther Trenchard-Mabere (AS)	31/07/16	Completed	100%	Phase 1 has been completed with Marner & Cubitt Town primary schools. This involved community asset mapping with local parents and other local stakeholders working together to identify how to support children in becoming more physically active as well as accessing healthier food. Some of the findings from Phase 1 include: 1. Identifying unused land to develop into a play area; 2. setting up a food co-op; 3. raising awareness around air quality and its impacts on health including walking or cycling to school, as well as 4. looking at walking routes. A review meeting in was held on 13 <sup>th</sup> September with key partners across the local authority which identified positive benefits of the approach.
1.5c	Identify, in partnership with parents, carers and other key stakeholders, local assets and barriers relevant to maintaining a healthy weight which will form the basis of an action plan to improve opportunities, accessibility and uptake for children and families in the Phase 2 primary school neighbourhoods projects	Esther Trenchard-Mabere (AS)	31/12/16	Delayed	50%	Phase 2 work next steps is under consideration for 2017/18. This milestone has been partially delivered and is under review as of part of the new Health Well-being Strategy roll-out.
1.5c	Produce progress report on Phase 2 primary school neighbourhood pathfinders	Esther Trenchard-Mabere (AS)	31/03/17	Delayed	20%	This milestone has been partially delivered and is under review as of part of the new Health Well-being Strategy roll-out.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.5d	Respect, value and celebrate our cultural history and diversity	Cabinet Member for Culture, Statutory Deputy Mayor (Lead for Faith Communities)	31/03/17	Completed	100%	An event celebrating Inter Faith Week was held on Wednesday 16th November, on the theme of faith and health. Three events were held for International Day for People with Disabilities attracting over 500 people with disabilities and their carers. The theme of the main event (on 2nd December) was celebrating disability awards ceremony which celebrated and recognised local disabled people overcoming barrier to achieve. 108 people attended events celebrating LGBT history month including a health and wellbeing event organised with Positive East, T Party organised with Stonewall Housing and Galop (Trans Network) and a Speak Out Event open to all Year 10 students in the Borough
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
1.5d	Complete a sustainability review of the Council's arrangements for the events in parks programme	Judith St. John (CS)	30/09/16	Completed	100%	Review completed
1.5d	Deliver a series of community festivals and 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)	31/03/17	Completed	100%	Community festivals and events delivered
1.5d	Interfaith Week	Sharon Godman (GOV)	30/11/16	Completed	100%	An event celebrating Inter Faith Week was held on Wednesday 16th November, on the theme of faith and health. The event was advertised through the council, the Inter-faith Forum, THCVS's networks of voluntary organisations and was publicised through other forums such as the No Pace for Hate, Tension Monitoring Group, Healthwatch and the Cohesion Working Group to disseminate to their respective networks. The agenda saw speakers from a range of faith and VCS organisations and the lead Deputy Mayors were invited to speak. The event was attended by 73 people and overall went well and was helpful for connecting the VCS and faith sectors.
1.5d	International Day for Disabled People		31/12/16	Completed	100%	International Day for People with Disabilities (IDPD) celebrates people with disabilities. Three events were held attracting over 500 people with disabilities and their carers. The theme of the main event (on 2nd December) was celebrating disability awards ceremony which celebrated and recognised local disabled people overcoming barrier to achieve.
1.5d	LGBT History Month		28/02/17	Completed	100%	108 people attended events which included a Health and well being event: organised with Positive East. involving a wide range of TH organisations including After Party, TH fostering, TH Hate Crime, TH Met Police, Providence Row, Real, TH Carers Centre, Tower Hamlets Community Intervention Service to offer advice and support to the LGBT community. T Party – event organised with Stonewall Housing and Galop (Trans Network). Speak Out Event – in collaboration with Education was open to all Tower Hamlets year 10 students, and provided the opportunity for young people to explore the issues facing young LGBT people in our community and produce a manifesto to help tackle homophobia, biphobia and transphobia.
1.5d	International Women's Week		31/03/17	Completed	100%	Over 1900 people attended 16 events over the whole week. The theme for this year was Women in Public Life and the events promoted this theme. Notable examples of the events held are the Muslim Women in Public Life which was held by the Muslim Women's Collective which focussed on the achievement of Muslim women from the local community and beyond. The conference heard from professionals, politicians, public servants and volunteers who have achieved through hard work and dedication. Another event called Breaking the Barriers was held by Mohila Ongon Associations in which talks were delivered by women who have striven to become working professionals, by women in Public Life who are heavily involved in the community, and by womens groups involved in creating community cohesion. Speakers included Councillors Ayesha Chowdhury & Shiria Khatun, Ms Ogden Head Teacher at Mulberry School and Sabena Khan Parents Liason Officer. Entertainment was provided in the form of live music and games and a drama depicting the importance of getting involved in Public Life and promoting more opportunities for women.
1.5d	<b>Priority Outcome 2: Creating and maintaining a vibrant, successful place</b>					
	2.1 An improved local environment					
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments

2.1a	Ensure that the borough is clean to the highest possible standards	Cabinet Member for Environment	30/09/16	<b>Overdue</b>	90%	Only one action is overdue: an Anti-Defacement Policy document has been drafted and will be presented to MAB during the summer
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.1a	Provide a statement of operational requirements of depot based services to inform the council's Asset Strategy	Roy Ormsby (PLACE)	30/04/16	<b>Completed</b>	100%	Statement provided
2.1a	Adopt and implement the Anti-Defacement Policy	Roy Ormsby (PLACE)	30/09/16	<b>Overdue</b>	90%	A policy document has been drafted and will be presented to MAB over the summer
2.1a	Develop and implement a targeted litter campaign promoting Your Place, Your Space	Roy Ormsby (PLACE)	30/09/16	<b>Completed</b>	100%	The litter campaign is currently running.
2.1a	Re-zone levels of cleansing in the borough to reflect population growth and increases in footfall areas	Roy Ormsby (PLACE)	30/09/16	<b>Completed</b>	100%	Re-zoning was completed in June 2016 in line with the introduction of the additional resources.
2.1a	Introduce 19 additional street sweepers and two waste vehicles to assist in the sweeping and fly-tipping issues across the borough	Roy Ormsby (PLACE)	30/09/16	<b>Completed</b>	100%	All resources operational since June 2016.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1b	Improve waste management and recycling performance	Cabinet Member for Environment	31/03/17	Overdue	88%	The Interim Recycling Contract has been procured but the procurement for the waste disposal contract was delayed as a result of more lengthy consultation with the GLA. The procurement process is due for completion in July 2017 and the new contract will commence in October 2017.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.1b	Review residual waste and recycling provision by reviewing the Council's current policies and service standards	Roy Ormsby (PLACE)	31/05/16	Overdue	80%	The current policies and service standards have been subject to a review by officers and are scheduled to be presented to Members in a series of workshops between May and July 2017.
2.1b	Procure the Waste Disposal contract and interim recycling contract	Roy Ormsby (PLACE)	31/08/16	Overdue	80%	The Interim Recycling Contract has been procured but the procurement for the waste disposal contract was delayed as a result of more lengthy consultation with the GLA. The procurement process is due for completion in July 2017 and the new contract will commence in October 2017.
2.1b	Engage residents, community leaders and RPs to raise awareness of waste management and recycling issues on estates through a targeted communications campaign, education and outreach	Roy Ormsby (PLACE)	31/03/17	Completed	100%	This is an ongoing process and will need to continue to be undertaken
2.1b	Work with Registered Providers to establish a set of principles that RPs would support and promote with an aim to improving recycling performance, reducing waste and reducing the associated costs	Roy Ormsby (PLACE)	31/03/17	Overdue	90%	A workshop has been held with Registered Providers and further engagement has taken place through meetings. Officers have also been undertaking a review of case studies and best practice from other local authorities and have developed a "landlords duty of care policy" to be presented to Members as part of the workshop sessions mentioned above .
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1c	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	31/03/17	Completed	100%	The borough has delivered a programme of approx. £4.5m of highways and traffic improvements throughout the borough, including measures to make cycling safer and more convenient, and improvements to footways, pedestrian crossings and pedestrian routes.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.1c	Review the impact of the experimental 20 mph limit and further traffic calming to promote safer driving	Roy Ormsby (PLACE)	30/11/16	Completed	100%	Report has been approved
2.1c	Complete the development of parking policy based upon the findings of the review of current parking policies	Roy Ormsby (PLACE)	31/03/17	Completed	100%	Report has been approved
2.1c	Implement the Borough Cycling Strategy including new and improved cycle routes and parking facilities	Roy Ormsby (PLACE)	31/03/17	Completed	100%	Works completed so far as budget available permitted. £1.362m spent including 187 cycle parking spaces, 4 one-way streets opened to two-way cycling, elements of Quiet way 6 introduced; route improvements through Ion Square to Virginia St; 472 adults trained; 300 children trained;
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1d	Manage development pressure through the preparation of a new Local Plan and provide effective local infrastructure, services and facilities	Executive Mayor	31/03/17	Overdue	68%	A new Local Plan is being prepared which will comprise of detailed policies and site allocations to manage development and deliver supporting infrastructure. The Local Plan project timetable has been revised to allow for additional consultation. The Regulation 19 document will now be reported to Cabinet in September 2017. The Infrastructure Delivery Framework (IDF) comprises of a decision-making governance structure and a supporting evidence base regarding CIL and S106 spend, which is now an active, working Framework with decisions being taken right through the new process. Work progresses on reviewing the CIL charging schedule, with consultants appointed to renew the supporting viability evidence. Infrastructure Need evidence base is complete which will provide the basis for setting a Draft Charging Schedule. The production of a Draft Charging Schedule has been delayed due to adjusted Local Plan timescales and awaiting the outcomes of the Government appointed CIL Review, but this is now underway and will progress through 17/18.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Q4 Status</b>	<b>Q4 % Complete</b>	<b>Q4 Comments</b>

2.1d	Comment on the initial draft of the Greater London Authority (GLA) Isle of Dogs and South Poplar Opportunity Area Planning Framework (OAPF)	Owen Whalley (PLACE)	31/05/16	Overdue	50%	The initial draft of the OAPF is anticipated June 2017. The GLA have pushed back the initial draft by a year to facilitate the preparation of the Development Infrastructure Funding (DIF) Study. Pre-engagement on the scope of the OAPF has been undertaken with LBTH officers, Members and the Mayor.
2.1d	Implement the Infrastructure Delivery Framework to ensure the effective delivery of local infrastructure	Owen Whalley (PLACE)	31/07/16	Completed	100%	The Infrastructure Delivery Framework (IDF) comprises of a decision-making governance structure and supporting evidence base regarding CIL and S106 spend. This is now an active, working Framework with decisions being taken right through the new process.
2.1d	Provide representations on behalf of the Council to OAPF consultation	Owen Whalley (PLACE)	31/07/16	Overdue	0%	The initial draft of the OAPF is anticipated June 2017. The GLA have pushed back the initial draft by a year to facilitate the preparation of the Development Infrastructure Funding (DIF) Study. Pre-engagement on the scope of the OAPF has been undertaken with LBTH officers, Members and the Mayor.
2.1d	Complete review of existing planning policies to ensure development delivers local priorities	Owen Whalley (PLACE)	31/08/16	Completed	100%	New Local Plan drafting process now accommodating up to date evidence basing including performance of existing planning policies.
2.1d	Approve Flood Plan and commence implementation	Roy Ormsby (PLACE)	30/09/16	Completed	100%	
2.1d	Develop and implement a process for engaging local people on the CIL Neighbourhood Portion	Owen Whalley (PLACE)	30/09/16	Completed	100%	The CIL Neighbourhood Portion process was adopted by the Mayor in Cabinet on 6th December 2016 and has subsequently been implemented.
2.1d	Complete investigation into requiring developers to publish Planning Viability Assessments in accordance with Mayoral Transparency Agenda	Owen Whalley (PLACE)	30/09/16	Completed	100%	Investigation complete. The solution will be implemented through a new Development Viability Strategic Planning Document to be publicly consulted on and then adopted in 2017.
2.1d	Consult on the draft Local Plan under Regulation 18	Owen Whalley (PLACE)	30/11/16	Completed	100%	Consultation completed January 2017.
2.1d	Publish the Proposed Submission Draft Local Plan under Regulation 19	Owen Whalley (PLACE)	31/03/17	Overdue	45%	The Local Plan project timetable has been revised in March 2017 after discussion with both the Mayor and the Lead Member to allow for additional consultation. The Regulation 19 document will now be reported to Cabinet in sept 2017, instead of June 2017.
2.1d	Commence review of LBTH Community Infrastructure Levy to ensure maximum benefit from development on local infrastructure delivery is secured, producing a Draft Charging Schedule	Owen Whalley (PLACE)	31/03/17	Overdue	50%	Consultants have been appointed to renew the supporting viability evidence base. The first stage of this, producing the viability evidence for the Local Plan consultation is complete, with further work needed to create a CIL evidence base. Infrastructure Need evidence base is complete. This will provide the basis for setting a Draft Charging Schedule. The production of a Draft Charging Schedule has been delayed due to adjusted Local Plan timescales and waiting the outcomes of the Government appointed CIL Review, but this is now underway and will progress through 17/18.
2.1d	Prepare Council's final input to OAPF SPG before it is finalised	Owen Whalley (PLACE)	31/03/17	Overdue	0%	The initial draft of the OAPF is anticipated June 2017. The GLA have pushed back the initial draft by a year to facilitate the preparation of the Development Infrastructure Funding (DIF) Study. Pre-engagement on the scope of the OAPF has been undertaken with LBTH officers, Members and the Mayor.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.1e	Improve 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	31/03/17	Completed	100%	An interim Climate Change Strategy is in place and will be finalised as a joint document with the Air Quality action plan. There is now a stronger focus and better joint up working across the council to embed sustainability across all streams of the councils work. A Food and Fuel Poverty strategy is currently being developed. We have approx. £8m in agreements in the carbon fund and £1.5m in the councils accounts which is now being used to deliver various carbon reduction projects benefiting those that live, work and visit the borough.
	Milestone	Lead Officer	Deadline	Q4 Status	Q4 % Complete	Q4 Comments
2.1e	Review and refresh all current environmental strategies and action plans and develop the boroughs Climate Change Mitigation and Adaptation Strategy	Mark Baigent (PLACE)	30/09/16	Completed	99%	Report considered by MAB in November 2016. MAB recommended the Climate Change Strategy should be combined with the Air Quality Action Plan. The Climate Change and Air Quality strategy is due to go to Cabinet in the summer of 2017. [We marked up as 100% complete last time - this has been updated]
2.1e	Progress the Carbon Reduction Plan for Council buildings and implement projects to reduce costs	Mark Baigent (PLACE)	31/12/16	Completed	100%	The revised Carbon Management Plan 2016 identifies the project to be delivered to reduce carbon emissions from council buildings and assets. £250k allocated to deliver the projects in council buildings and are being delivered on an adhoc basis as part of the maintenance and renewal programme in conjunction with the Asset Management Team. A schools carbon reduction programme has also been agreed with a value of £180,000 saving 62 tonnes of CO2 per annum.
2.1e	Develop a grant funded scheme through the Carbon Fund to deliver community based energy and carbon reduction projects	Mark Baigent (PLACE)	31/12/16	Completed	100%	Carbon reduction programme approved by the Infrastructure Delivery Board in December 2016. Projects will be delivered across two phases commencing delivery in Q2 of 17/18. Idea Stores have been identified in the first phase of the programme and community centres are now being surveyed to deliver projects in phase 2.

2.1e	Continue with the fuel switching scheme and deliver home energy efficiency projects	Mark Baigent (PLACE)	31/03/17	Completed	100%	3 fuel switching auctions have been held throughout 2016/2017 with a total of 755 registrants signed up with average savings of approximately £188 per switcher. The WARMTH green doctor project phase 1 has successfully been delivered with 232 residents receiving a home visit including the installation of energy saving measures to reduce resident energy bills.
2.1e	Implement the council's biodiversity strategy and deliver year 2 of the action plan	Mark Baigent (PLACE)	31/03/17	Completed	100%	Year 2 action plan complete and an annual report has been produced and approved by the biodiversity steering group. The annual report is available on the councils website

2.2 Better quality homes for all						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2a	Increase the availability of good quality housing, including family sized homes across all tenures	Cabinet Member for Strategic Development	31/03/17	Completed	100%	The end of year total for affordable homes, both rented and intermediate was 1070, of which 326 were family sized affordable units (3 bed plus). 87% of affordable family units delivered were for social / affordable rents. Family rented units at the end of Q4, represents 44% of all rented units delivered which is only slightly below our policy target of 45%.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
2.2a	Produce overarching Housing Strategy and action plan for all tenures	Mark Baigent (PLACE)	31/10/16	Completed	100%	Housing Strategy adopted by Full Council on 5/12/2016
2.2a	Improve the accommodation options available to care leavers. Commissioning an enhanced offer of support and reduce the dependency on private landlords.	Nasima Patel (CS)	31/12/16	Completed	100%	<p>The Commissioning Manager has reviewed all the processes as well as audited and tracked cases. This has resulted in a new protocol where young people can attend the Housing Panel and have a say as to who they share their accommodation with, in both supported and semi-independent living.</p> <p>This has led to a gradual improvement of practice through better preparation and planning through strengthened collaboration between the Housing and Social Care services. There is a dedicated commissioner and a part time housing commissioner co-ordinator to champion this piece of work. This will include consultation with young people needing accommodation.</p> <p>The service has established a Housing Providers Forum to improve collaboration and partnership working. Best practice learning is being achieved with the help of the Housing Options Support Team (HOST) by drawing on their experiences.</p>
2.2a	Deliver commitment to build new Council homes	Mark Baigent (PLACE)	31/03/17	Completed	100%	<p>Watts Grove - site 148 units on schedule for PC June 17; Planning applications now agreed for 106 homes at Baroness, Jubilee &amp; Arnold Rd.</p> <p>Planning applications being prepared for circa 151 units at Locksley, Tent St and Hereford</p> <p>We are on track to meet the Mayor's commitment of 1,000 new Council homes.</p>
2.2a	Increase the availability of affordable housing including family sized housing	Mark Baigent (PLACE)	31/03/17	Completed	100%	The end of year total for affordable homes, both rented and intermediate was 1070, of which 326 were family sized affordable units (3 bed plus). 87% of affordable family units delivered were for social / affordable rents. Family rented units at the end of Q4, represents 44% of all rented units delivered which is only slightly below our policy target of 45%.
2.2a	Work with Registered Providers and Planning to deliver 'affordable' housing that is affordable to local people	Mark Baigent (PLACE)	31/03/17	Completed	100%	38.4% of rented units the year were for Social Rents, RPs and developers continued to cooperate in using the borough's recommended levels of Affordable Rents. These rent levels will be phased out and replaced with London Affordable Rents and TH Living Rents, going to MAB in April and Cabinet in May for approval.
2.2a	Reduce numbers on the accessible housing register matching clients with new bespoke adapted affordable homes for disabled people on P120	Mark Baigent (PLACE)	31/03/17	Completed	100%	54 wheelchair units were delivered in Q4 bringing our cumulative figure up to 106 representing 9.9% of total affordable delivery. We aim to do an end of year reconciliation of the percentage of these homes that are allocated to P120 clients. Tenancies lag behind completions, so end of quarter monitoring by the Lettings team is not possible.
2.2a	Progress recommendations of the Affordability Commission	Mark Baigent (PLACE)	31/03/17	Delayed	90%	The Housing Strategy was adopted in December 2016 and values for the London Affordable Rents and the Tower Hamlets Living Rent have been agreed, these will be going to MAB in April and Cabinet in May for approval.
2.2a	Lobby for stronger powers against overseas buyers leaving their properties empty	Mark Baigent (PLACE)	31/03/17	Overdue	0%	In September 2016 the Mayor of London announced that he was commissioning thorough research into the impact of foreign investment on London's housing market. The Council will contribute to this study as well as producing a local action plan for 2017/18
2.2a	Support delivery of partner RSLs regeneration programmes, where appropriate, through deployment of CPO powers to assist their land assembly	Mark Baigent (PLACE)	31/03/17	Completed	100%	(Targets completed for 16/17. Activities ongoing for 2017+) Public Inquiry for Aberfeldy Estate CPO cancelled following successful negotiations with former objectors. CPO Confirmed. Confirmation too for Burdett Estate CPO. CPO made for Bow Bridge, ongoing for 17/18. Ongoing day to day liaison with Poplar HARCA to review and monitor negotiations with all land interests. 2017+ Consideration for use of CPO powers for the regeneration of Chrisp Street Market - report to be prepared for Mayor in Cabinet.
2.2a	Manage and deliver transformational regeneration of the council's own housing estates (Ocean Estate and Blackwall Reach)	Mark Baigent (PLACE)	31/03/17	Completed	100%	(Targets completed for 16/17. Activities ongoing for 2017+) Ocean - Work progressing on the construction of Site H within programme for homes to be completed in 2018. Fit out works to Ben Jonson shops are in preparation. With Blackwall Reach, Phase 1b work continues and Lease in place together with license to transfer Phase 2 to Swan Housing for demolition. Post CPO vesting to enable land disposal continues.

2.2a	Review the HRA Medium Term Financial strategy and 30 year business plan following Government legislative changes	Mark Baigent (PLACE)	31/03/17	Completed	100%	Report to Cabinet 26th July 2016. This is an ongoing process, and the next review is planned as part of the budget process for 17/18.
2.2a	Assess alternative housing delivery vehicles to maximise the number of affordable homes, part funded through right-to-buy receipts going forward	Mark Baigent (PLACE)	31/03/17	Completed	100%	Proposals were agreed by Cabinet 7 February 17.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2b	Maintain and improve the quality of council housing stock and housing management services	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/17	Delayed	90%	Procurement of capital delivery framework delayed, due to a reprofiled 16/17 capital programme continuing into 17/18. The 2017-18 capital programme (new starts) is expected to commence in Oct 2017 using the London Capital Procurement (LCP) framework. Targets agreed as part of the business plan and service improvement plans are on track, all due for completion by June 17. A new deal for leaseholders will be launched in April 2017 which takes into account major works; rights and responsibilities; Mears offer; and improved communications.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Q2 Comments</b>
2.2b	Procure Capital Delivery Framework	Mark Baigent (PLACE)	31/12/16	Overdue	80%	The 2016-17 capital programme continuing into 2017-18 will be delivered via the existing THH framework agreement.  The 2017-18 capital programme (new starts) is expected to commence in Oct 2017 using the London Capital Procurement framework. As contracts are awarded via the new framework, agreements will not commence until June 2018 at the earliest.  The new THH framework (long term bespoke THH LTQA framework agreement) will pick up from the LCP 2018-19 carryover works. The mini competition will commence in April or May 2018.
2.2b	Deliver the agreed 16/17 Major Works programme	Mark Baigent (PLACE)	31/03/17	Overdue	70%	Programme reprofiled, due to a higher than expected decent homes works carried over from 15/16 into 16/17. All schemes have agreed maximum prices and there is a target date for the end of Section 20s. Most of the spend will occur in 2017-18, estimated at £43m.
2.2b	Support THH to deliver its Business Plan and Service Improvement plan	Mark Baigent (PLACE)	31/03/17	Delayed	90%	Both the Business Plan and Service Improvement Plan (SIP) are being implemented by THH. A further round of the SP position was presented at the Bi-monthly meeting in February 2017. In summary, the majority of milestones are on target to be delivered at the end of Q4. There are overdue milestones, with some to be concluded by June.
2.2b	Develop effective responses to the Government's new housing agenda	Mark Baigent (PLACE)	31/03/17	Completed	100%	All briefings, analysis and responses to Government consultations and new housing agenda have been produced, considered and approved within the 2016/17 deadlines.
2.2b	Develop and establish a new leasehold engagement model	Mark Baigent (PLACE)	31/03/17	Completed	100%	THH are preparing to launch the new deal for leaseholders in April 2017 which takes into account major works; rights and responsibilities; Mears offer; and improved communications
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2c	Improve the quality of privately rented stock in the borough	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/17	Completed	100%	LBTH Private rented tenants charter project plan has been produced and is now going through Cabinet with the expectation that it will be approved by Cabinet and launched by the Mayor in June 2017. This is just one of a number of initiatives within the Housing Strategy aimed at improving private sector housing in the Borough alongside the licensing scheme and reviewing the empty homes and home repair grants programme.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Q4 Status</b>	<b>Q4 % Complete</b>	<b>Q4 Comments</b>
2.2c	Develop options to establish a not for profit lettings agency to improve standards for private renters	Mark Baigent (PLACE)	30/09/16	Completed	100%	Report is now complete and Members have been briefed on the recommendations of the report.
2.2c	Introduce the landlord licensing scheme in key wards and investigate the need for additional HMO licensing pending Central Government's review	Roy Ormsby (PLACE)	31/10/16	Completed	100%	The scheme launched on 13 September
2.2c	Deliver an efficient Disabled Facilities Grants and Adaptation programme in line with established service standards	Mark Baigent (PLACE)	31/03/17	Completed	100%	The Disabled Facilities Grants and Adaptation programme has been delivered in line with established service standards
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2d	Improve the quality and management of RP stock in the borough	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/17	Completed	100%	This is an ongoing piece of work but completed for this financial year. The PMF continues to work well and benchmarking data is produced which is assessed by the THHF benchmarking club. Quarterly performance review meetings are held with the Lead Member (Cllr Islam) where RP performance is assessed. RP performance is also assessed on occasion at the Housing Scrutiny Sub-Committee. Where best practice is found this is presented and shared among the various THHF sub-groups and with the Lead Member.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Q4 Status</b>	<b>Q4 % Complete</b>	<b>Q4 Comments</b>

2.2d	Review performance and challenge underperforming Registered Providers	Mark Baigent (PLACE)	31/03/17	Completed	100%	This is an ongoing piece of work but completed for this financial year. The PMF continues to work well and benchmarking data is produced which is assessed by the THHF benchmarking club. Quarterly performance review meetings are held with the Lead Member (Cllr Islam) where RP performance is assessed. RP performance is also assessed on occasion at the Housing Scrutiny Sub-Committee. Where best practice is found this is presented and shared among the various THHF sub-groups and with the Lead Member.
2.2d	Oversee the work of Tower Hamlets Housing Forum Executive and its subgroups, ensuring Council priorities are captured	Mark Baigent (PLACE)	31/03/17	Completed	100%	This is ongoing every financial year. The vast majority of this year THHF priorities were completed.
2.2d	Agree a charter with RPs to capture priority standards	Mark Baigent (PLACE)	31/03/17	Completed	100%	The Housing Covenant was signed and launched at the Housing Strategy conference on 7th December 2016.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.2e	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	31/03/17	Completed	100%	In July 16, the Housing Advice service received the Advice Quality Service (AQS) accreditation for its services to private sector landlords and tenants, advising on homeless prevention measures and disrepair. The total numbers in Temporary Accommodation (TA) however has increased to 2210, 2096 where a duty has been accepted and 114 accommodated on a discretionary basis. This increase in TA numbers is primarily due to a 40% (provisional figure) reduction in the number of permanent offers to homeless households. A key achievement to note nevertheless is the Council's improvements in achieving legal compliance with the numbers of families in B&B accommodation for more than 6 weeks, with zero families in B&B accommodation for >6 weeks, maintaining its 100% reduction since September 16.
	Milestone	Lead Officer	Deadline	Q4 Status	Q4 % Complete	Q4 Comments
2.2e	Ensure good quality housing advice and services are provided to tenants, leaseholders, residents and homeless households	Mark Baigent (PLACE)	31/12/16	Completed	100%	The Housing Advice service received the Advice Quality Service (AQS) accreditation in July this year. This service is provided to all callers to the office as well as email and telephone correspondents and includes advice to both private sector landlords and tenants on homeless prevention measures and disrepair. Advice to homeless households is incorporated into the No Wrong Door model and includes all housing options including the private rented sector and referrals for child care and employment advice.
2.2e	Reduce the numbers of homeless families in temporary accommodation and limit the numbers of homeless families in B&B accommodation	Mark Baigent (PLACE)	31/03/17	Completed	100%	The service did not meet its target of achieving a reduction in numbers in TA - showing an overall increase of 6% - 2096 duty accepted up from 1980 in March 2016; 2210 in total up from 2082 in the same period, including 114 accommodated on a discretionary basis (102 March 2016). This is primarily due to a 40% reduction in the number of permanent offers to homeless households (although final figures for March 2017 are not yet available, and this is therefore likely to improve). The service has, however sustained legal compliance in the use of B&B for families, with none being placed for longer than six weeks since September 2016, with no families in B&B at all for two weeks in March 2017, and has sustained its position of being the most improved borough in London on the use of B&B, such that we have been highlighted in a Local Government Association report for good practice.
2.3 Less crime and anti-social behaviour						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.3a	Work with our partners to target resources to reduce crime	Deputy Mayor and Cabinet Member for Community Safety	31/03/17	Overdue	95%	Overall 95% complete due to delays in the production and sign off of both the new CSP Plan 2017-21 and the ASB Review. The Antisocial Behaviour Review has been completed, and the final report was approved by Cabinet in June. The CSP Plan was approved by the CSP on 16th May and will enter the formal council approval process in July 2017.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments

2.3a	Develop a Council ASB Strategy	(HAC)	31/08/16	Delayed	90%	ASB Review Complete, including a new ASB 'blueprint' written. The final report was approved by Cabinet in June 2017 Partners have been involved in the development of new partnership approach to ASB with focus groups set up for the following areas *Communication *Community Engagement *Early Intervention *Resources *Tasking *Tools and Powers Once Report has been approved by MAB, partners will begin to implement relevant recommendations as its 'ASB Strategy'
2.3a	Commence work to assess unreported Domestic Violence within the Somali community [Somali Task Force]	(HAC)	31/12/16	Completed	100%	Extensive consultation took place in development of VAWG strategy across all communities including OCSA and WHFS. FGM Conference took place which engaged with many Somali communities raising awareness.
2.3a	Complete a review of the Council policies relating to CCTV	Roy Ormsby (PLACE)	31/03/17	Completed	100%	Audit was carried out in January. Review and external audit of RIPA took place in March and enforcement Policy updated.
2.3a	Deliver the Partnership Community Safety Plan with our partners	(HAC)	31/03/17	Delayed	90%	New CSP Plan has been drafted and takes into account the findings of the CSP Strategic Assessment 2016, the extensive public consultation in 2016 as well as other national and regional government strategies including the new Mayor's Office for Policing and Crime's (MOPAC) London Police and Crime Plan. New CSP Priorities have been agreed and the CSP Governance has been reviewed and implemented to ensure it remains fit for purpose. New Plan Priorities are: *ASB including drugs and alcohol *Violence *Hate Crime, Community Cohesion and Extremism *Reducing Re-offending CSP Plan approved at CSP on 16th May and entering formal Council Approval Process in July, following CSP Executive approval.
2.3a	Support the Hate Crime Panel to meet Monthly and the No Place for Hate Forum quarterly with data from Police updating on Hate Crime incidences and actions	(HAC)	31/03/17	Completed	100%	Panel has been meeting monthly reviewing high risk cases and the Forum has met each quarter as scheduled. Development and implementation of action plan on target.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.3b	Step up activity to tackle anti-social behaviour 24/7	Deputy Mayor and Cabinet Member for Community Safety	31/03/17	Overdue	50%	The review of ASB will support this along with a review in place of enforcement services including THEOs, ASB Service and Noise and Rapid Response in 2017-18. However a review of the tasking sub group has taken place which supports ensuring THEOS are tasked to hotspot areas as well as joint operations.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
2.3b	Increase the number of THEOs and response rates to ASB	(HAC)	30/06/16	Overdue	0%	To be determined post the review which is in progress
2.3b	Target resources to reduce crime and tackle ASB through partnership tasking meetings	(HAC)	31/10/16	Completed	100%	These take place each fortnight and also include tasking of the PTF's and new ASB Police pilot team.
2.3b	Develop further integrated working between Safer Communities ASB Team and Housing	(HAC)	30/11/16	Completed	100%	There is joint patrolling with THH and working with Housing groups in targeted areas as well as the general support provided to housing estates and areas. As a targeted approach, a 10 week pilot with THH, SNT and THEOs will begin in late October to tackle 10 priority estates.
2.3b	Improve the responsiveness and visibility of local ASB services through improved response noise services	Roy Ormsby (PLACE)	31/03/17	Overdue	66%	The ASB structure and processes are subject to review. The Noise Service forms part of this and we have our feedback processes for day time complaints, we are currently working through changes on the night time complaints.
2.3b	Consult on the introduction of a late night levy and report back to the Executive	Roy Ormsby (PLACE)	31/03/17	Completed	100%	Following consultation, the Late Night Levy proposal were approved by Cabinet and ratified by Council on 18th January 2017; the adoption of the Late Night Levy will commence on 1st October 2017.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments

2.3c	Reduce the prevalence of illegal activity in relation to the sex industry	Deputy Mayor and Cabinet Member for Community Safety	31/07/16	Completed	100%	A Police Task Force has been set up and is now targeting key areas in the borough blighted by street prostitution. Regular intelligence updates feed into the work of the borough's multi-agency Prostitution Panel which includes safeguarding issues and supporting vulnerable adults. The Council, in partnership with the Police has commissioned work through the Drugs Intervention Programme service which focusses on referring women to health services and other support services. This work is undertaken alongside enforcement and notices to perpetrators. A 'Multiple Disadvantages Violence against Women and Girls' (VAWG) Pilot project has been developed to support victims of VAWG including sex workers in providing holistic wrap around support and bed spaces for those with no recourse to public funds. Pilot runs for 6 months and is due to finish in April 2017. Finally, training around prostitution is delivered as part of a Multi-Agency Professional training programme by VAWG Training and Awareness Officer. Monitoring is returned to VAWG Steering Group on a quarterly basis.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.3c	Use the Police Task Force to target areas blighted by street prostitution	(HAC)	31/05/16	Completed	100%	Police Task Force has been targeting key areas 4 shifts per quarter.
2.3c	Deliver the partnership 'Violence Against Women and Girls' (VAWG) programme	(HAC)	31/07/16	Completed	100%	VAWG strategy signed off with a three year plan in place with an annual monitored action plan that is taken to the VAWG steering Group and CSP board.
2.3c	Complete and sign off the VAWG Strategy and action plan for 2016-19	(HAC)	31/10/16	Completed	100%	Completed and approved by Cabinet in October 2016.
2.4 Engaged, resilient and cohesive communities						
<b>Ref</b>	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.4a	Engage and communicate effectively with local people	Executive Mayor	31/03/17	Completed	100%	This activity is complete although it is an on-going piece of work
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.4a	Develop new communication model to respond to the communications review and changes to East End Life	Andreas Christophorou (GOV)	18/05/16	Completed	100%	Campaigns model of communication agreed by CMT. Comms service currently undergoing restructure to support implementation of this new approach.
2.4a	Deliver the actions within the Best Value Communications Plan	Andreas Christophorou (GOV)	31/05/16	Completed	100%	All actions have been completed and the final action (to develop a costed business plan) was reported to Commissioners in September.
2.4a	Develop a Community Engagement Strategy and Delivery Plan	Sharon Godman (GOV)	30/06/16	Delayed	70%	A draft strategy and framework endorsed by the Plain English Campaign has been developed and scheduled for public consultation due to take place from May - June 2017. Progress was delayed due to the need to determine the future of the Strategic Partnership and Local Engagement structures. The final strategy and delivery is planned to be approved at Cabinet in September 2017.
2.4a	Map and review the mechanisms for the community to engage in decision making and policy development	Sharon Godman (GOV)	30/09/16	Delayed	90%	The draft Community Engagement Strategy identifies a number of ways in which the community currently engage with decision making and policy development. The draft Delivery Plan will propose a more extensive review of these. This will be finalised in Q2 - 2017-18 following the consultation for the draft strategy.
2.4a	Develop the local ward forum arrangements in line with the Partnership review	Sharon Godman (GOV)	31/10/16	Delayed	60%	Delivery of this action has been delayed due to changes in ownership of this action and the delays in agreeing a structure of the Strategic Partnership and the Local Engagement model which sit beneath them. The draft Community Engagement Strategy presents a preferred model for wider partnership working and local engagement. This will be subject to a public consultation from May-June 2017.

2.4a	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)	31/12/16	Completed	100%	<p>All Looked After Children and Care Leavers have access to the newly commissioned Children's Rights Service provided by the Children's Society.</p> <p>Key messages from complaints is now being fed-back through team meetings to further develop a client centred culture.</p> <p>This service provides advocacy and an independent visiting service, which is run by the Children's Society Advocacy Service. It provides return interviews for children who are missing and collates findings from interviews from service management planning. The service head for Independent Reviewing Officers is leading the contract for return interviews to provide more accountability and impartiality. Key messages are fed back through team meetings to develop a young person's centred approach.</p> <p>A Child Rights Officer is actively involved with young people and maintains high visibility. All looked after children are informed about their rights including how to go about making complaints. We are reviewing leaflets and notice boards in relation to Children's Rights material. This is to ensure that these vulnerable children know their rights and entitlements.</p>
2.4a	Deliver the Communications Strategy	Andreas Christophorou (GOV)	31/03/17	Completed	100%	Production and agreement of the Communications Strategy is complete. An internal communications programme is planned to communicate the contents Strategy and its related protocols to staff.
2.4a	Implement programme of Mayoral engagement and assemblies	Andreas Christophorou (GOV)	31/03/17	Completed	100%	The programme of Mayor's Assemblies is well established, with events taking place on a bi-monthly basis. These are well attended by residents. Ongoing support for wider Mayoral engagement with residents, via events, photo opportunities and media briefings, as well as wider communications channels, continues to be delivered as part of our communications strategy.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4b	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	31/03/17	Delayed		All actions within the Grants Best Value Action Plan have been completed. An outcomes based commissioning framework based on Community Plan and Strategic Plan priorities will be developed during 2017/18.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
2.4b	Deliver all activities within the Grants Best Value Action Plan	Steve Hill (RES)	30/09/16	Completed	100%	All actions within the Grants Best Value Action Plan have been completed.
2.4b	Work with procurement and services to develop an outcomes based commissioning framework based on Community Plan and Strategic Plan priorities	Steve Hill (RES)	30/09/16	Delayed	30%	This action has been incorporated in the co-production work with services to be delivered during 2017/18.
2.4b	Map need and provide a needs assessment which helps businesses to focus their investment and CSR activity	Steve Hill (RES)	30/09/16	Delayed	30%	This priority has moved to Year 2 as agreed by the VCS delivery group
2.4b	Complete year 1 actions from the Voluntary and Community Sector Strategy Delivery Plan	Steve Hill (RES)	31/03/17	Completed	100%	Year 1 priorities agreed with the VCS delivery group

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments	
2.4c	Co-produce services with local residents	Executive Mayor	31/03/17	Delayed		A proposed model for increasing co-production of local services has been produced and the transition plan will be developed during 2017/18 working with each service area. A pilot for co-production has been implemented and a model for commissioning had been set out. Youth services and Early Years are developing co-produced commissioning into 2017/18.	
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>	
2.4c	Produce a detailed model and guidance for increasing co-production of local services including a transition plan	Zena Cooke (RES)	31/10/16	Delayed		A proposed model has been produced and the transition plan will be developed during 2017/18 working with each service area.	
2.4c	Work with services to review key strategies and policies to reflect greater co-production	Sharon Godman (GOV)	31/03/17	Delayed	40%	A pilot project to develop a specification to procure Community Cohesion Services has been completed. The project ran 2 training sessions on co-production followed by 2 all day seminars to develop the specification. 108 people registered to attend the training and seminars and helped develop the outcomes based specification. The specification has now been used in the tender for Community Cohesion Services which is ongoing. Learning from this area of work is being shared with the Youth Services to develop their plan to co-produce the Youth Services Framework and will be broadened further in line with the commitments set out in the <u>draft Community Engagement Strategy</u> .	
2.4c	Work with commissioners in services to ensure a co-production model of commissioning is piloted in each council department	Zena Cooke (RES)	31/03/17	Completed	100%	Pilot for co-production implemented and model set out. Youth services and Early Years developing co-produced commissioning into 2017/18.	
2.4c	Develop 5 pocket parks with the local community and public health services	Judith St. John (CS)	31/03/17	Overdue	25%	Areas have been identified and initial community consultation has taken place. However, delays were caused due to late approval of funding from the IDS Board.	
	<b>Ref</b>	<b>Activity</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.4d	Promote community cohesion, bringing different parts of the community together, tackling divisions and encouraging positive relationships	Deputy Mayor and Cabinet Member for Community Safety	31/03/17	Delayed		80% of all actions identified by the boroughs 3 equality forums have been delivered with the remaining areas being rolled forward as part of the Y2 work programme for the forums. Delivery of a cohesion plan for the borough has been delayed due to the Casey Review and the need to wait for a formal response from the Government to ensure local and national priorities are aligned. This is expected to be completed in Q3/4 2017/18	
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>	
2.4d	Develop a project plan for s106 related pilot community cohesion projects	Sharon Godman (GOV)	30/06/16	Completed	100%	Due to delays in recruiting a project manager a programme plan was completed in September 2016. An evaluation contract has been developed and will soon be commissioned which to bring in dedicated support. This will help to develop rigorous KPIs for measuring the success of the projects and the outcomes delivered. Commissioning of projects themselves will begin in August 2017 following two co-production events in July in both Mile End and Aldgate East with local residents and stakeholder to shape the projects.	
2.4d	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)	30/09/16	Completed	100%	The Primary team encourage schools to apply for a 'Rights Respecting School Award' (UN Convention on the Rights of a Child). Many schools within the LA are using this to promote community cohesion both locally and nationally.  Prevent Training and lessons with children and young people are also delivered by the Support for Learning Service and Social Inclusion to schools. The HEC Global Learning Centre, part of the Schools Library Service based at the PDC, work with Tower Hamlets schools and a range of agencies on community cohesion. One of their most recent successes has been to establish better links between Muslim and Jewish schools. Tower Hamlets Arts & Music Education Service also make a valuable contribution through all its work across the local community.	

2.4d	Community Equalities Forums develop action plans to address issues raised and work with partners to deliver them	Sharon Godman (GOV)	30/09/16	<b>Delayed</b>	80%	The council commissions three equalities forums aimed at empowering new residents and refugees and members of our LGBT and Disabled communities. All three forums have identified a range of actions during Y1 of delivery through themed events involving service users and stakeholders. Actions identified have also been fed in to the Tower Hamlets Equalities Steering Group (THESG) where appropriate. At present 80% of all actions identified have been delivered with the remaining areas being rolled forward as part of the Y2 work programme for the forums. Delays have largely been due to the challenges of influencing external stakeholders to take forward actions within a timely period. Despite this, all actions are expected to be completed by the end of the contract period for each forum.
2.4d	Bring together key stakeholders to develop and deliver a cohesion action plan to strengthen community cohesion in the borough	Sharon Godman (GOV)	31/03/17	<b>Delayed</b>	70%	A Cohesion Working Group, chaired by Cllr Khatun and comprised of stakeholders from statutory and voluntary sectors, was set up and launched in April 2016 with a view to coordinate and strengthen cohesion activities across the borough. The group has met three times and maintains a virtual discussion network in between meetings. The group has agreed on a single definition of community cohesion which will be used to define cohesion activity and outcomes within the council and across partners and has fed cohesion interests into the delivery of local services and programmes such as the issue of loneliness in the borough, development of an ASB strategy, Youth Services review and the shaping of Section 106-funded and Co-production Pilot Cohesion programmes. Delivery of a cohesion plan for the borough has been delayed due to the Casey Review and the need to wait for a formal response from the Government to ensure local and national priorities are aligned. This is expected to be completed in Q3/4 2017/18 assuming the suggested timeframe for a the Government's response (spring 2017) is not substantially delayed by the general election. We are currently undertaking a mapping exercise of all Cohesion service providers in the borough to help with the development of a plan. This is expected to be completed by Q3 2017/18.

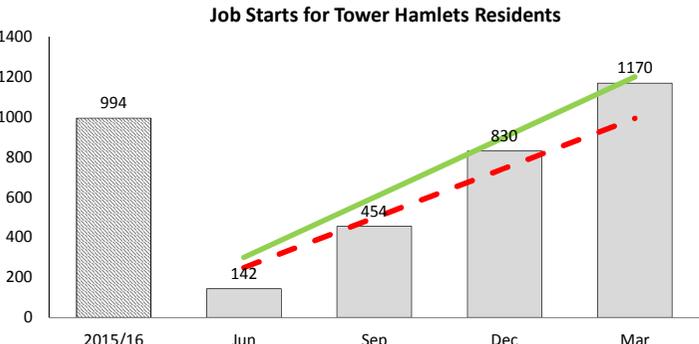
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4e	Deliver our Prevent programme to tackle radicalisation	Deputy Mayor and Cabinet Member for Community Safety	31/03/17	Completed	100%	Bidding to Home Office completed and 5 projects funded for 2016-17; Prevent Delivery Action Plan completed and signed off; Round table national forum established with Home Office to share good practice and peer support involving both Members and officers
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.4e	Bid for funded projects via the Home Office	(HAC)	31/07/16	Completed	100%	Bidding complete and 5 projects funded for 2016-17
2.4e	Complete a local Prevent Delivery Action Plan based on funded projects and signed off by the Prevent Board	(HAC)	31/08/16	Completed	100%	Completed and signed off by the Prevent Board
2.4e	Complete an annual review of activity and the action plan with outcomes achieved	(HAC)	31/03/17	Completed	100%	To be presented and fed back to May 2017 Prevent Board for sign off of activity for 2016/17.
2.4e	Establish a cross borough forum to address radicalism	(HAC)	31/03/17	Completed	100%	Have established with the Home office a round table national forum including London boroughs and national LA and this has met three time in 2016. This continues to meet to discuss national and local good practice and offer peer on peer support. This involves members as well as officers
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4f	Increase participation in our core cultural offer specific to Idea Stores and Leisure Centres	Cabinet Member for Culture	31/03/17	Completed	100%	Community Engagement Plans for the both the Leisure Management Contract and Poplar Baths have been produced. GLL are currently implementing the action plans associated with each of these plans across the borough, targeting under-represented inactive groups such as older people, women and girls, disabled people and young people. Website (Idea Store, Local History and Digital Gallery) updated with over 4000 digital images transferred from Island History Trust community archive, thanks to Tower Project pre-apprenticeship; CALM online catalogue updated with new records weekly
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
2.4f	Implement the renewed Idea Stores Strategy	Shazia Hussain (RES)	31/10/16	Completed	100%	Idea stores Strategy delivered
2.4f	Further develop Idea Stores engagement, including delivery of employment and job brokerage services	Shazia Hussain (RES)	31/03/17	Completed	100%	Job clubs in Idea Stores but offer under review in the light of launch of Work path in April 2017
2.4f	Consult on the draft Leisure Facilities Strategy	Shazia Hussain (RES)	31/10/16	Completed	100%	Consultation, including market research, took place between summer and autumn 2016.
2.4f	Deliver an annual Community Engagement Plan with the leisure provider GLL	Shazia Hussain (RES)	31/03/17	Completed	100%	Community Engagement Plans for the both the Leisure Management Contract and Poplar Baths have been produced. GLL are currently implementing the action plans associated with each of these plans across the borough, targeting under-represented inactive groups such as older people, women and girls, disabled people and young people.
2.4f	Further develop the digital access offer and enhanced archiving proposals for the borough's history archives	Shazia Hussain (RES)	31/03/17	Completed	100%	Website (Idea Store, Local History and Digital Gallery) updated with over 4000 digital images transferred from Island History Trust community archive, thanks to Tower Project pre-apprenticeship; CALM online catalogue updated with new records weekly
2.4f	Develop and deliver a communications programme on the council's core cultural offer	Shazia Hussain (RES) Andreas Christophorou (GOV)	31/03/17	Completed	100%	Delivered through a series of articles through my East End and public events on the cultural portfolio.

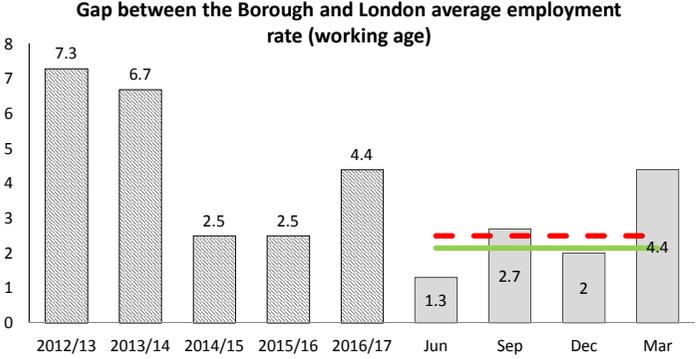
<b>Priority 3: Working smarter together as one team with our partners and community</b>						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
EOa	Make best use of council resources through effective procurement, exploiting the value and use of assets and maximising income from local growth	Cabinet Member for Resources	31/03/17	Overdue	25%	Delivery of activity led by Resources and Place. All PLACE activities within the Best Value Action plan are complete with the Community Buildings Report considered by Cabinet in December 16. The high level operational property review has been deferred to 2017/18. This piece of work is also awaiting key service plans and strategies to assess utilisation rates and other property related matters. A new permanent member of staff has joined the team and will be able to undertake this work after an initial period of dealing with a backlog.
Milestone		Lead Officer	Deadline	Status	Status	Q2 Comments
EOa	Deliver all activities within the Property Best Value Action Plan	Ann Sutcliffe (PLACE)	31/05/16	Overdue	75%	Outstanding actions which include community buildings and the property review are being progressed. A community buildings report was presented to Cabinet in November 2016 and recommendations were endorsed, which includes the creation of community hubs. However, due to staff resourcing issues and other more priority issues such as the community building review taking precedence, the high level operational property review and subsequent review of poorest performing buildings has slipped into 2017/18 (see below).
EOa	Undertake a high level operational property review	Ann Sutcliffe (PLACE)	30/09/16	Overdue	0%	Deferred to 2017/18. This has been delayed due to staffing levels and a number of other high-level priority issues (such as the community buildings review). In addition, the service is awaiting key strategies and service delivery plans which allow an assessment to be made of utilisation rates and other property-related matters. A new permanent member of staff has joined the team and will be able to undertake this work after an initial period of dealing with a backlog.
EOa	Undertake a detailed review of the top 20% of the poorest performing buildings (arising from the high level operational property review)	Ann Sutcliffe (PLACE)	31/03/17	Overdue	0%	As above
EOa	Deliver all activities within the Procurement Best Value Action Plan	Neville Murton (RES)	30/04/16	Completed	100%	All actions within the Procurement Best Value Action Plan have been completed.
EOa	Ensure a new central Procurement Service structure is in place, delivering compliance and efficient planned activity	Neville Murton (RES)	31/10/16	Delayed	30%	A Procurement restructure was agreed as part of the Council's 2017/18 savings and is now incorporated into the Business Support Programme.
EOa	Maximise income from local growth	Roger Jones (RES)	31/03/17	Completed	100%	The Council Tax and Ratebase has grown considerably again this year achieving surpluses over anticipated budgeted income in both areas. This will continue in 17/18 as we look to develop the role of Income Maximisation across all directorates and increase in year collection and reduce uncollected debt.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
EOb	Ensure an organisational culture based on transparency, trust and effective relationships	Executive Mayor	31/03/17	Completed	100%	Action Plan to support improved working relationships informed by the SOLACE review has been developed; revised whistleblowing policy published; revised scrutiny arrangements in place from the start of the municipal year; all activities within the Organisational Culture Best Value Action Plan have either been or are in the process of being completed.
Milestone		Lead Officer	Deadline	Status	% Comp	Comments
EOb	Develop the corporate parenting model to support all partners to play a greater role	Nasima Patel (CS)	30/04/16	Completed	100%	Terms of reference were reviewed in June 2016 and aligned to the new Children and Social Work Bill. This was approved by the Corporate Parenting Board. The action plan involves commitment from all areas of the Council. Delivery is monitored through the Corporate Parenting Board.
EOb	Develop an Action Plan to support improved working relationships informed by the SOLACE review	Graham White (GOV)	31/05/16	Completed	100%	Working with SOLACE, an action plan has been developed. It is based around four work streams (2 primary and 2 contributory). Progress updates are provided to the Corporate Management Team Transformation Board on a quarterly basis. Each stream is being led by a member of CMT to ensure interaction between the streams, maintaining a clear and collaborative vision.
EOb	Communicate revised approach to Whistleblowing (tbc)	Minesh Jani, Stuart Young (RES)	30/06/16	Completed	100%	Updated Whistleblowing Policy has been approved at Audit Committee and published on the Council's website.

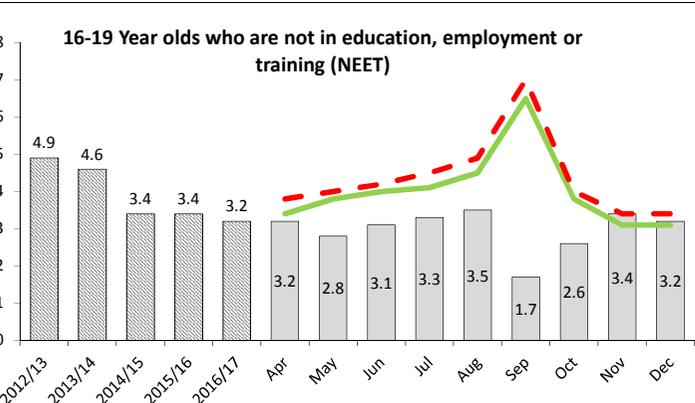
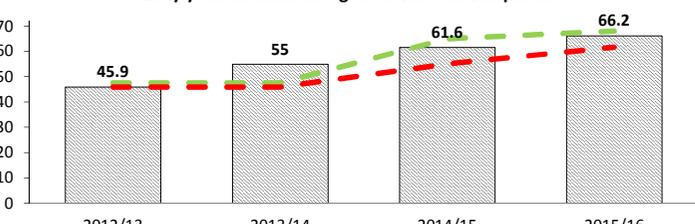
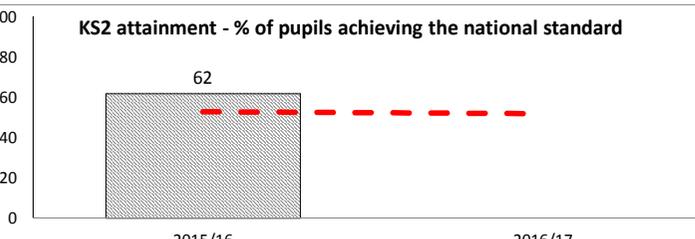
EOb	Implement revised scrutiny arrangements to support improved transparency	Sharon Godman (GOV)	30/09/16	Completed	100%	Revised scrutiny arrangements have been in place since the beginning of the municipal year including the establishment of a housing and grants scrutiny sub committee. All committees have developed a work programme which includes items to be considered at meetings and in depth reviews. OSC meetings have been moved week before Cabinet to enable greater pre-decision scrutiny and opportunity for executive to respond to scrutiny comments.
EOb	Undertake a review of Health and Safety governance	Roy Ormsby (PLACE)	31/10/16	Completed	100%	Review concluded and reported to CMT in November 2016.
EOb	Deliver all activities within the Organisational Culture Best Value Action Plan	Graham White (GOV)	31/12/16	Completed	100%	All activities within the Organisational Culture Best Value Action Plan have either been or are in the process of being completed. An update to the SoS was submitted in March 2017 detailing progress and outstanding work will be completed through the Best Value Improvement Plan 2017-18.
EOb	Report progress on implementing the findings of the Overview and Scrutiny Transparency Commission and the Mayor's Transparency Protocol	Graham White (GOV)	31/03/17	Completed	100%	Cabinet received an update on the progress of implementation of the Mayor's Transparency Protocol and actions to implement the recommendations of the OSC Transparency Commission at their meeting on 4th Oct 2016. A further update will be provided around October 2017.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
EOc	Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre	Cabinet Member for Resources	31/03/17	Delayed	N/A	Delivery of activity led by Resources and D&R. Initial discussions have taken place with the landlord of Mulberry Place to secure a short-term extension of the current lease. A report will be submitted to Cabinet in June/July 2017, setting out the procurement route for a contractor partner (Civic Centre) and seeking the adoption of a capital estimate. Soft market testing will take place in the interim in order to generate market interest.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
EOc	Appoint an architect-led design team for the civic centre project	Ann Sutcliffe (PLACE)	30/04/16	Completed	100%	Allford Hall Monaghan Morris were appointed in early April as the lead consultant and designer, as part of a wider multi-disciplinary design team.
EOc	Develop a Resource Plan to fund transformation and the new Civic Centre	Neville Murton (RES)	30/06/16	Delayed	50%	As part of the 2017/18 budget setting process a £25m Transformation Reserve was established. Reserves also exist for the Civic Centre project and finance input into the Civic Centre programme board is focussed at validating the costs and establishing a funding strategy.
EOc	Agree the business continuity plan for Mulberry Place	Ann Sutcliffe (PLACE)	30/06/16	Completed	100%	Discussions have taken place with the landlord of Mulberry Place to secure a short-term extension of the current lease.
EOc	Complete priority surveys for the old Royal London Hospital site	Ann Sutcliffe (PLACE)	31/07/16	Completed	100%	All priority surveys have now been completed. A number of additional surveys are currently being carried out.
EOc	Commence a corporate service Transformation Programme	Zena Cooke (RES)	31/08/16	Completed	100%	The corporate service transformation programme has commenced.
EOc	Agree the procurement route for contractor partner (Civic Centre)	Ann Sutcliffe (PLACE)	30/09/16	Overdue	50%	This report has been delayed pending the sign-off of the stage 2 report (which has now taken place). Further discussions are currently taking place and a report is to be submitted to Cabinet in June/July 2017, setting out the procurement route and seeking the adoption of a capital estimate. Soft market testing will take place in the interim in order to generate market interest.
EOc	Produce the council's MTFS including the budget for 2017/18	Neville Murton (RES)	10/01/17	Completed	100%	The Council's MTFS was agreed by the Council in February 2017.
EOc	Develop the strategic ICT partnership	Sean Green (RES)	31/03/17	Completed	100%	Contract renegotiated and governance arrangements strengthened, revised and improved performance arrangements implemented.
EOc	Develop and implement the council's Digital Transformation Programme	Sean Green (RES)	31/03/17	Delayed	20%	Initial Strategy completed, further work being undertaken to ensure alignment with the wider transformation programme.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
E0d	Develop an effective workforce strategy, with appropriate skills and representative of the community	Cabinet Member for Resources	31/08/16	Completed	100%	The Council has produced a five year Workforce Strategy and Action Plan and regular update on performance is reported to the Council's Senior Management Team. A programme of learning and development which takes account of organisational needs has been developed and will be delivered through the Council's Transformation Programme. The Council is the second highest employer with senior earners who are from an ethnic minority and the third highest employer of senior earners who have a disability in London.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
E0d	Develop the Workforce Strategy	Stuart Young (RES)	30/04/16	Completed	100%	The Council's workforce strategy has been developed and agreed by the Corporate Management Team in March 2016.
E0d	Identify and agree workforce performance indicators and targets for 2016/17 and future years	Stuart Young (RES)	30/06/16	Completed	100%	The workforce performance indicators and targets were agreed as part of the strategy.
E0d	Develop a 5 year workforce plan detailing actions, timescales and resource requirements to achieve the workforce strategy	Stuart Young (RES)	30/06/16	Completed	100%	Actions, timescales and resource requirements are set out in the workforce strategy with regular updates to the Corporate Management Team.
E0d	Commission a staff engagement programme and a learning and development programme, taking account of organisational need and aligned to workforce principles	Stuart Young (RES)	31/08/16	Completed	100%	These actions are included in the HR Transformation Programme. A learning and development report was presented to CMT in October to agree the future training offer.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
Eoe	Nurture an outward looking culture, by asserting our place and relationships in London	Executive Mayor	31/03/17	Completed	100%	Tower Hamlets is now an associate member of Central London Forward (CLF), and is progressing the joint commissioning of the Department for Work and Pensions Work and Health Programme with the other nine CLF Boroughs. In addition Tower Hamlets continues with its Borough-level health devolution project which has now become the Tower Hamlets Together service. Moving forwards, Tower Hamlets will be part of the NHS's North East London Sustainability and Transformation Plan footprint through which further health devolution is likely to occur.
	<b>Milestone</b>	<b>Lead Officer</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Comments</b>
Eoe	Work alongside other Central London authorities as part of the Area Based Skills Review	Shazia Hussain (RES), Chris Holme (PLACE)	30/06/16	Completed	100%	Milestone complete
Eoe	Collaborate with other London Boroughs and the GLA to develop new Programmes that addresses local needs	Chris Holme (PLACE)	31/10/16	Completed	100%	Milestone complete
Eoe	Report progress on the multi-borough Integrated Care Pioneer programme involving Newham and Waltham Forest	Luke Addams (HAC)	31/03/17	Completed	100%	Milestone complete
Eoe	Review the Council's approach to sub-regional devolution and joint working with other London Boroughs	Sharon Godman (GOV)	31/03/17	Completed	100%	Tower Hamlets is now an associate member of Central London Forward (CLF), and is progressing the joint commissioning of the Department for Work and Pensions Work and Health Programme with the other nine CLF Boroughs. In addition Tower Hamlets continues with its Borough-level health devolution project which has now become the Tower Hamlets Together service. Moving forwards, Tower Hamlets will be part of the NHS's North East London Sustainability and Transformation Plan footprint through which further health devolution is likely to occur.

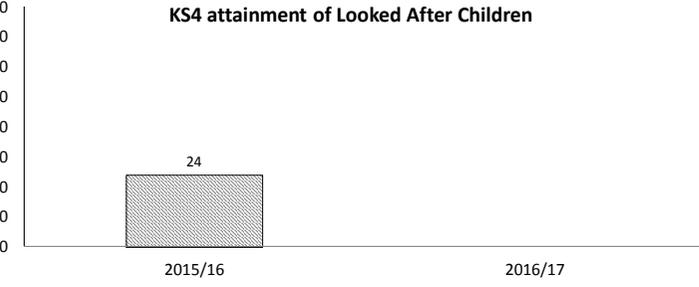
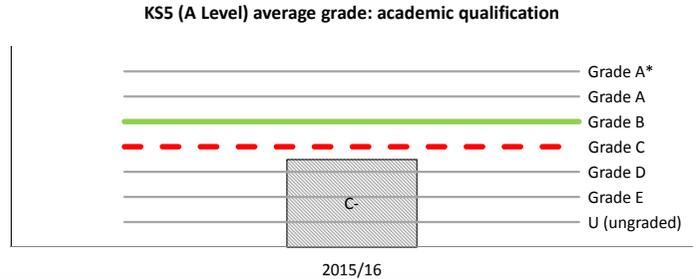
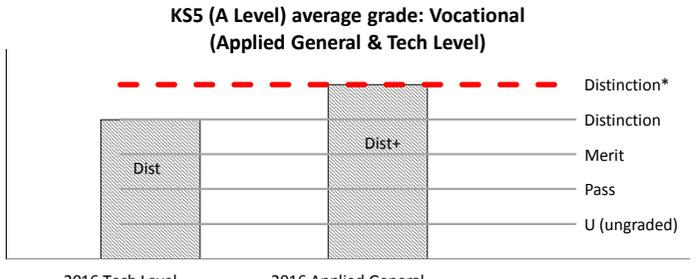
Description	--- Minimum	— Target	Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																								
<b>Creating opportunity by supporting aspiration and tackling poverty</b>																																
<b>A dynamic local economy with high levels of growth benefiting us</b>																																
<b>Number of businesses supported through Council activities</b>  Measured in: Number Good Performance: Higher	Strategic Plan activity to support this measure: 1.1.b: Implement a programme of business support for Tower Hamlets businesses and entrepreneurs																															
<table border="1"> <caption>Number of businesses supported through Council activities</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Minimum</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>0</td> <td>0</td> <td>265</td> </tr> <tr> <td>Jun</td> <td>14</td> <td>0</td> <td>265</td> </tr> <tr> <td>Sep</td> <td>14</td> <td>0</td> <td>265</td> </tr> <tr> <td>Dec</td> <td>73</td> <td>0</td> <td>265</td> </tr> <tr> <td>Mar</td> <td>265</td> <td>0</td> <td>265</td> </tr> </tbody> </table>			Period	Actual	Minimum	Target	2015/16	0	0	265	Jun	14	0	265	Sep	14	0	265	Dec	73	0	265	Mar	265	0	265	N/A	120	240	265	GREEN	N/A
Period	Actual	Minimum	Target																													
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Jun	14	0	265																													
Sep	14	0	265																													
Dec	73	0	265																													
Mar	265	0	265																													
Commentary for March 2017: Due to the delayed start of relevant projects outputs were not achieved as projected, but momentum increased from Q3. East London Business Place had been contracted to deliver the 'Action for New Enterprise Programme', delivering entrepreneurship training through referrals. YKTO group and Destination CMS were also contracted to provide small business with training and support on retail marketing and supply (Strategic Activity 1.1b). Due to concerted efforts, Q4 produced an additional 192 businesses supported giving us a cumulative total of 265 for 2016/17, this gives a good foundation for delivery in 2017/18 where 2 more projects supporting Tower Hamlets' businesses will begin delivery.																																
<b>Rate of new business registrations</b>  Measured in: Number Good Performance: Higher	<table border="1"> <caption>Rate of new business registrations</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Minimum</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>16</td> <td>16</td> <td>18</td> </tr> <tr> <td>2016/17</td> <td>9</td> <td>16</td> <td>18</td> </tr> </tbody> </table>		Year	Actual	Minimum	Target	2015/16	16	16	18	2016/17	9	16	18	16	16	18	9	RED	↓												
Year	Actual	Minimum	Target																													
2015/16	16	16	18																													
2016/17	9	16	18																													
Commentary for March 2017: Target not met. 16% increase in the registration of Tower Hamlets based businesses would have equated to 2,311, 18% equates to 2522. Over the last 3 years, registrations have increased an average of 9.9%. The reported 9.1% increase since last year equates to 1,320 new TH business registrations where London has seen a 7.2% increase in the same period, 7.13% without those registering in Tower Hamlets. The 15,765 total registered TH businesses equates to 4.12% of London's total business registrations.																																

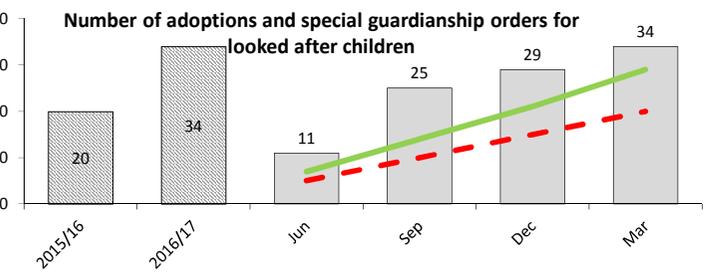
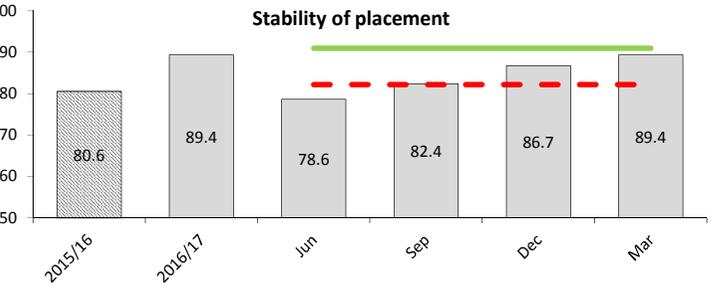
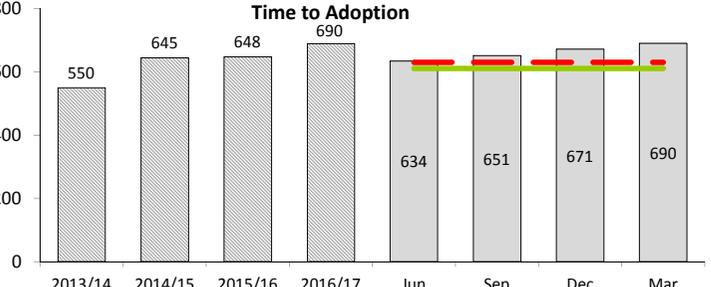
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																								
<b>More residents in good-quality, well-paid jobs</b>																															
Number of <b>residents supported into sustainable jobs</b> through the employment & skills programme	Strategic Plan activity to support this measure: 1.2a Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work 1.2b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs																														
Measured in: Number Good Performance: Higher	 <table border="1"> <caption>Job Starts for Tower Hamlets Residents</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Minimum</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>994</td> <td>994</td> <td>994</td> </tr> <tr> <td>Jun</td> <td>142</td> <td>142</td> <td>~300</td> </tr> <tr> <td>Sep</td> <td>454</td> <td>454</td> <td>~500</td> </tr> <tr> <td>Dec</td> <td>830</td> <td>830</td> <td>~900</td> </tr> <tr> <td>Mar</td> <td>1170</td> <td>1170</td> <td>1200</td> </tr> </tbody> </table>	Period	Actual	Minimum	Target	2015/16	994	994	994	Jun	142	142	~300	Sep	454	454	~500	Dec	830	830	~900	Mar	1170	1170	1200	994	994	1200	1170	AMBER	↑
Period	Actual	Minimum	Target																												
2015/16	994	994	994																												
Jun	142	142	~300																												
Sep	454	454	~500																												
Dec	830	830	~900																												
Mar	1170	1170	1200																												
Commentary for March 2017: The Raising Aspirations delivery model and ESF programme was implemented January 2016 and 1170 job starts have been achieved by year-end 16/17 through the employment and skills programmes, which is 2.5% below the upper target of 1200 and 17.7% over the lower target of 994. This success has been supported by the Council's work to develop an Integrated Employment Service (Strategic Activity 1.2b), strengthening partnership working and cross referrals with services and departments across the Council and key providers, delivering and profiling a series of targeted programmes. Key partners include the Troubled Families team, Job Centre Plus, Poplar Harca, Housing Options, the Careers Service, Drug and Alcohol Team, Intergrated Offender Management project (Probation service) and Ideas Stores to identify those residents who would benefit most from support, maximising engagement of women, disabled and BAME residents. The Employment Service focus since the last financial year has shifted to economically inactive and long-term unemployed groups of residents (Residents furthest from the Labour Market, potentially with multiple barriers to employment), those that require extensive support over a longer period of time to get them job ready and into employment.																															

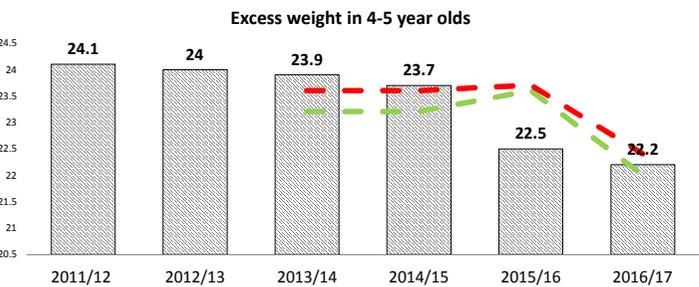
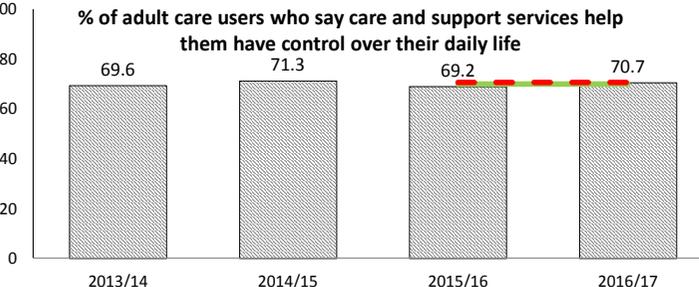
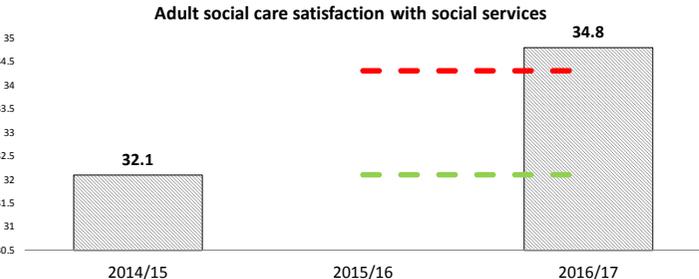
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)															
<p>Overall <b>employment rate - gap</b> between the Borough and London average rate (working age) (ppts)</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support this measure: 2.1 a Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work 2.1 b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs</p>	2.50	2.50	2.15	4.40	RED	↓															
	<p><b>Gap between the Borough and London average employment rate (working age)</b></p>  <table border="1"> <caption>Gap between the Borough and London average employment rate (working age)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Gap (ppts)</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>7.3</td></tr> <tr><td>2013/14</td><td>6.7</td></tr> <tr><td>2014/15</td><td>2.5</td></tr> <tr><td>2015/16</td><td>2.5</td></tr> <tr><td>2016/17</td><td>4.4</td></tr> <tr><td>Jun</td><td>1.3</td></tr> <tr><td>Sep</td><td>2.7</td></tr> <tr><td>Dec</td><td>2</td></tr> <tr><td>Mar</td><td>4.4</td></tr> </tbody> </table>	Year/Quarter	Gap (ppts)	2012/13	7.3	2013/14	6.7	2014/15	2.5	2015/16	2.5	2016/17	4.4	Jun	1.3	Sep	2.7	Dec	2	Mar	4.4	<p>The Tower Hamlets employment rate has decreased 2.2ppts since last quarters reporting, whilst the London average has increased 0.2ppts. Whilst London has seen a 1.09% increase in the working age population, Tower Hamlets has seen a 3.33% increase. The data for the employment rate is taken from the Annual Population Survey. This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the Tower Hamlets employment rate is 4.2% compared to 0.7% for London which means that the actual rate for Tower Hamlets could in fact be much higher.</p> <p>When comparing Tower Hamlets performance against the East London Growth boroughs' employment rates (Hackney, Greenwich, Barking and Dagenham, Waltham Forest, Newham), Tower Hamlets currently has the 4th highest employment rate, the 3rd highest net increase since this time last year, the second highest numbers of residents of working age in employment and the largest net increase of working age residents over the last year.</p> <p>It is worth noting however the Council has facilitated 1170 residents into employment in 16/17 through the employment and skills programmes, 17.7% above the lower target for the year of 994. This success has been supported by the Council's work to develop an Integrated Employment Service (Strategic Activity 1.2b), strengthening partnership working and cross referrals with services and departments across the Council and key providers, delivering and profiling a series of targeted programmes. This is being</p> <p>supported by Partnership development activities and formal Memorandum of Understanding agreements which are in place and increasing. The Council has also recently launched its 'WorkPath' employment service for residents.</p>
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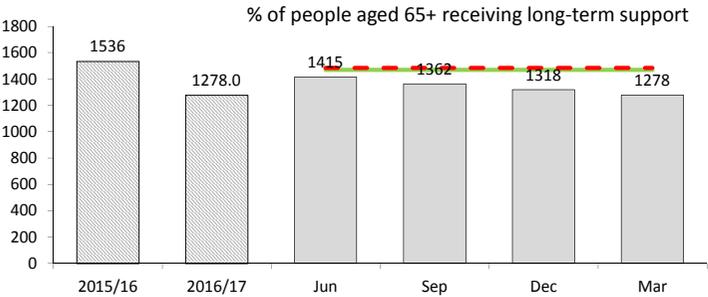
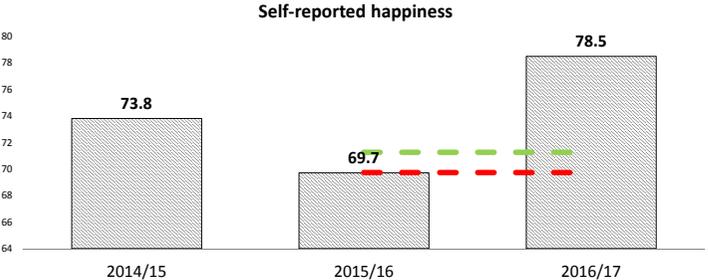
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																														
<b>Young people realising their potential</b>																																					
<p>16 to 19 year olds who are not in education, employment or training (NEET) (%)</p> <p>Measured in: % Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.3e Improve educational and vocational provision at post-16</p>  <table border="1"> <caption>16-19 Year olds who are not in education, employment or training (NEET)</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>4.9</td></tr> <tr><td>2013/14</td><td>4.6</td></tr> <tr><td>2014/15</td><td>3.4</td></tr> <tr><td>2015/16</td><td>3.4</td></tr> <tr><td>2016/17</td><td>3.2</td></tr> <tr><td>Apr</td><td>3.2</td></tr> <tr><td>May</td><td>2.8</td></tr> <tr><td>Jun</td><td>3.1</td></tr> <tr><td>Jul</td><td>3.3</td></tr> <tr><td>Aug</td><td>3.5</td></tr> <tr><td>Sep</td><td>1.7</td></tr> <tr><td>Oct</td><td>2.6</td></tr> <tr><td>Nov</td><td>3.4</td></tr> <tr><td>Dec</td><td>3.2</td></tr> </tbody> </table>	Year	Value (%)	2012/13	4.9	2013/14	4.6	2014/15	3.4	2015/16	3.4	2016/17	3.2	Apr	3.2	May	2.8	Jun	3.1	Jul	3.3	Aug	3.5	Sep	1.7	Oct	2.6	Nov	3.4	Dec	3.2	3.40	3.40	3.10	3.20	AMBER	↑
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<p><b>FINAL OUTTURN</b></p> <p>Monthly result for December 2016 is 3.2 percent of 16-19 year olds were not in education, employment or training (NEET).</p> <p>The annual outturn for this measure is also 3.2 percent, this figure is an average of the November (3.4%), December (3.2%), and January (2.9%) NEETs.</p> <p>Please note that the DfE have changed the cohort rules for collating NEET figures from 1st September 2016, which now means that the NEET figures are combined with our Not Known figures. For this combined measure, the annual outturn was 7.5% where 3.2% (519 young people) are NEET and 3.6% (589 young people) are Not Known.</p>																																					
<p><b>Early Years Foundation Profile</b> - achievement of a good level of development</p> <p>Measured in: % Good performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p>  <table border="1"> <caption>Early years attainment - good level of development</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>45.9</td></tr> <tr><td>2013/14</td><td>55</td></tr> <tr><td>2014/15</td><td>61.6</td></tr> <tr><td>2015/16</td><td>66.2</td></tr> </tbody> </table>	Year	Value (%)	2012/13	45.9	2013/14	55	2014/15	61.6	2015/16	66.2	61.60	61.6	68.0	66.2	AMBER	↑																				
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<p><b>FINAL</b></p> <p>We have exceeded the minimum target for 2016, and 66.2% represents another significant year on year improvement (4.6% points) for this measure of early years educational attainment. This is lower than the London and national average for 2016, but is a reduction of the gap between TH performance and these comparators since last year, by 1.5 and 1.6 % points respectively.</p>																																					
<p><b>Key Stage 2 Achievement:</b> Percentage of children achieving the national standard (all children)</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p>  <table border="1"> <caption>KS2 attainment - % of pupils achieving the national standard</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>2015/16</td><td>62</td></tr> </tbody> </table>	Year	Value (%)	2015/16	62	N/A	Above national & London Ave	N/A	62.00	GREEN	N/A																										
Year	Value (%)																																				
2015/16	62																																				
<p><b>FINAL - Summer 2016 exams</b></p> <p>Final outturn for Tower Hamlets is 62 percent. Final national average for this new measure is 54%, meaning that Tower Hamlets' performance has exceeded this by 8% points.</p>																																					

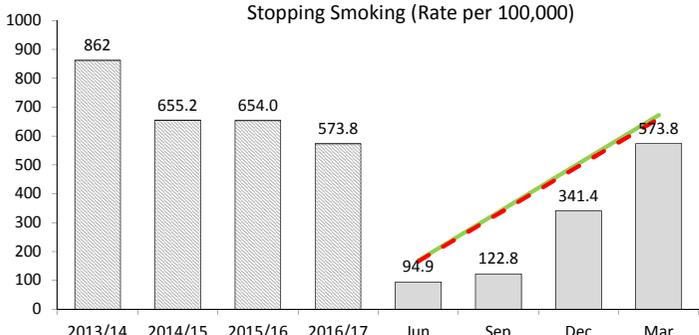
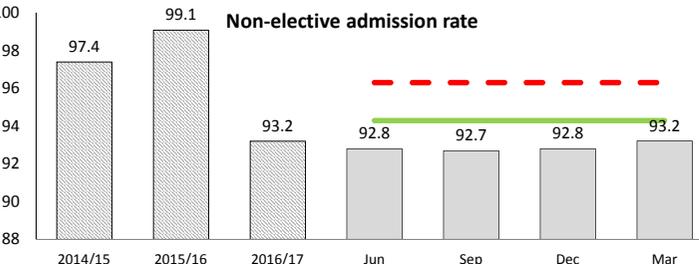
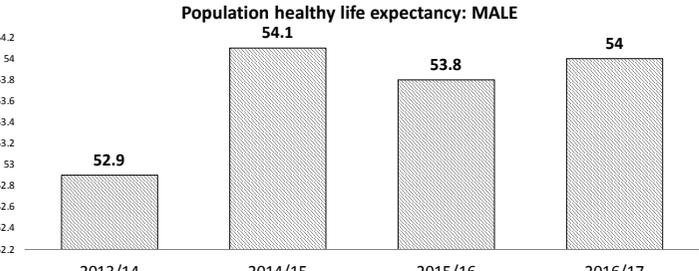
Description	Minimum <span style="color:red">-----</span> Target <span style="color:green">—————</span>		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)								
	<p><b>Key Stage 2 Achievement:</b> Percentage of children achieving the national standard <b>Looked After Children</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<table border="1"> <caption>KS2 attainment of Looked After Children</caption> <thead> <tr> <th>Year</th> <th>Attainment (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>66.7</td> </tr> <tr> <td>2016/17</td> <td>-</td> </tr> </tbody> </table>		Year	Attainment (%)	2015/16	66.7	2016/17	-	20.00	N/A	Above national & London Ave	N/A	GREEN	N/A	
Year	Attainment (%)															
2015/16	66.7															
2016/17	-															
<p>Most recent data is for the school year 2015/16 - Summer 2016 Exams. A cohort of 9 LAC this year. 6 met the new expected standard, 3 did not. The average performance is therefore better than the overall borough performance at KS2, and performance is almost double the national and London average.</p>																
<p><b>Key Stage 4 (GCSE) Attainment 8</b> (average point score against a basket of 8 GCSE subjects)</p> <p>Measured in: average point score Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p> <table border="1"> <caption>Key Stage 4 (GCSE) Attainment 8</caption> <thead> <tr> <th>Year</th> <th>Attainment Score</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>49</td> </tr> <tr> <td>2014/15</td> <td>50.6</td> </tr> <tr> <td>2015/16</td> <td>50.2</td> </tr> </tbody> </table>		Year	Attainment Score	2013/14	49	2014/15	50.6	2015/16	50.2	50.60	48.40	48.40	50.20	GREEN	↔
Year	Attainment Score															
2013/14	49															
2014/15	50.6															
2015/16	50.2															
<p><u>Final - Summer 2016 exams</u> An average point score derived from performance against a basket of 8 core GCSE subjects, including English and Maths. The maximum potential score is 80. The minimum expectation of 48.8 for Attainment 8 represents the national average for the (state funded) early adopter schools in the 2014/15 academic year. The final result for Tower Hamlets was 50.2 points in this measure, above the minimum target and just above the 2015/16 national average for state-funded schools of 50.1</p>																
<p><b>Key Stage 4 (GCSE) Progress 8 Measures</b> (comparing actual performance in Attainment 8 with expected performance from KS2)</p> <p>Measured in: Points Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment</p> <table border="1"> <caption>Key Stage 4 (GCSE) Progress 8 Measures</caption> <thead> <tr> <th>Year</th> <th>Progress Score</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>0.16</td> </tr> <tr> <td>2014/15</td> <td>0.29</td> </tr> <tr> <td>2015/16</td> <td>0.15</td> </tr> </tbody> </table>		Year	Progress Score	2013/14	0.16	2014/15	0.29	2015/16	0.15	0.15	-0.30	N/A	0.15	GREEN	↑
Year	Progress Score															
2013/14	0.16															
2014/15	0.29															
2015/16	0.15															
<p><u>Final - Summer 2016 exams</u> Progress is based on the comparing actual performance in Attainment 8 measures with expected performance based on pupils with similar KS2 prior attainment, and expressed as the proportion of a grade e.g. +1 would indicate on average a whole grade better progress per subject than expected based on prior attainment. The minimum expectation of -0.3 for Progress 8 represents the national average for the (state funded) early adopter schools in 2014/15. The final published data indicates that we have met the minimum target with an average progress score of +0.15. This is approximately in line with performance in London, of +0.16.</p>																

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Key Stage 4 (GCSE) Attainment 8</b> (average point score against a basket of 8 GCSE subjects) <b>Looked After Children</b></p> <p>Measured in: average point score Good Performance: Higher</p>	<p><b>KS4 attainment of Looked After Children</b></p> 	19.40	Above national & London Ave	N/A	24.00	N/A	↑
<p>Most recent data is for the school year 2015/16 - Summer 2016 Exams. Final performance data indicates an average score of 27.2 against the new Attainment 8 measure. Data relates to 21 LAC at Key Stage 4. This is above the national and London average for 2016. Virtual School reports that scores for new measure fit with how LAC children attain nationally and the make-up of our cohort: the figure is depressed by children not taking 8 qualifications that count towards the measure, and some taking none at all e.g. through taking Level 1 qualifications which do not count but are appropriate for the individual child.</p>							
<p><b>Key Stage 5 (A Level) Average Grade: Academic Qualifications</b></p> <p>Measured in: Grade Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment 1.3e Improve educational and vocational provision at post-16</p> <p><b>KS5 (A Level) average grade: academic qualification</b></p> 	N/A	C	B	C-	RED	N/A
<p><u>Final - Summer 2016 exams</u> The final results of Summer 16 exams missed the target of an average grade B. The overall result for Summer 2016 exams was C-, just missing the minimum expectation of grade C. The Local Authority will continue to work with and support the newly established Tower Hamlets Education Partnership in driving up standards across all Key Stages. School-led improvement has proven track record in raising standards and will help unlock the capacity within the school community to support improvement</p>							
<p><b>Key Stage 5 (A Level) Average Grade: Vocational Qualifications</b></p> <p>Measured in: Grade Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3c Improve educational aspiration and attainment 1.3e Improve educational and vocational provision at post-16</p> <p><b>KS5 (A Level) average grade: Vocational (Applied General &amp; Tech Level)</b></p> 	N/A	Distinction+	Distinction+	Distinction+ & Distinction	GREEN	N/A
<p><u>FINAL - Summer 2016 exams</u> Achieving Distinction + for Applied General qualification and Distinction for Tech Level qualification.</p>							

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Number of adoptions and special guardianship orders granted for looked after children</b></p> <p>Measured in: Number Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> 	20.00	20.00	29.00	34.00	GREEN	↑
<p>We have exceeded the full year target, with 10 adoptions and 24 SGOs completed between April 2016-March 2017</p>							
<p><b>Percentage of looked after children in the same placement for two years or more</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> 	80.6 (P)	82.20	91.00	89.40	AMBER	↑
<p>Performance for 2016/17 is above the minimum target and close to the stretch target. There have been a number of challenges in maintaining some placements this year, often because of a carer's inability to manage fairly extreme behaviour (fire setting, physical altercation, allegations against the carers). We have a better track record of stability with local in-house provision and have increased our support to these placements by using the new onsite CAMHs team and investing in the Mockingbird initiative. This initiative supports foster carers to work as a community to support each other including giving respite and peer support. In order to better track placement stability this year, a quality assurance tracking meeting (template to be completed quarterly) will be established for children who have moved twice to prevent them triggering the third placement. We remain well above the London and national averages for this measure.</p>							
<p><b>Average time between a child entering care and moving in with adoptive family (Time to adoption)</b></p> <p>Measured in: Days Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> 	630	630	610	690	RED	↓
<p>There have been 45 adoptions since April 2014, 10 since April 2016 (YTD). It has taken 690 days on average to complete adoption for the three year rolling between April 2014 and March 2017. During 2016-17 10 adoptions were made, taking an average of 496 days. So annual performance has been on target, though performance in previous two years has kept our three year average above the target. Currently the PAST (Permanency &amp; Adoption Support Team) managers are looking to place children with adopters as quickly as possible from the date of the placement order. We are also working with adopters to consider the fostering to adopt option now available. Continued performance at 2016/17 levels will bring our three year average in line with target over coming year.</p>							

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Excess weight in 4-5 year olds</b></p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure:</p> 	22.5	22.4	22.0	22.2	AMBER	↔
<p>Reported annually in arrears. 2015/16 performance shows a slight improvement in the headline measure exceeding our minimum target.</p>							
<p><b>More people living healthily and independently for longer</b></p>							
<p><b>Percentage of adult care users who say care and support services help them have control over their daily lives</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	69.2	70.0	70.7	70.7	GREEN	↑
<p>Stretch target achieved</p>							
<p><b>Adult social care carer satisfaction with social services</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	32.1 (2014/15)	32.1	34.3	34.8	GREEN	↑
<p>Biannual measure. Results from the latest survey, conducted December 2016-January 2017 show an improvement in carer satisfaction, above the target set.</p>							

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Proportion of people over 65 receiving long term support, per 10,000 population</b></p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	1536	1485	1470	1278	GREEN	N/A
<p><b>Self-reported happiness (sense of wellbeing)</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	69.7	71.3	69.7	78.5	GREEN	↑
<p>2,261 actual service users aged 65+ received a long term service during 2016/17, which is a reduction from the 2015/16 period from 2,626. Many of these older people will now be categorised as receiving shorter term care, of which some may require longer term support in future.</p>							
<p>Reported annually in arrears. There was a large increase in the proportion of people answering the question "Overall, how happy did you feel yesterday?" with 7-10 points on a 10 point scale, categorised as high/very high. Data relates to survey work done for 2015/16 period.</p>							

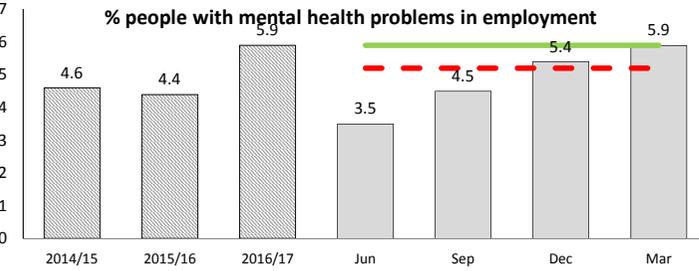
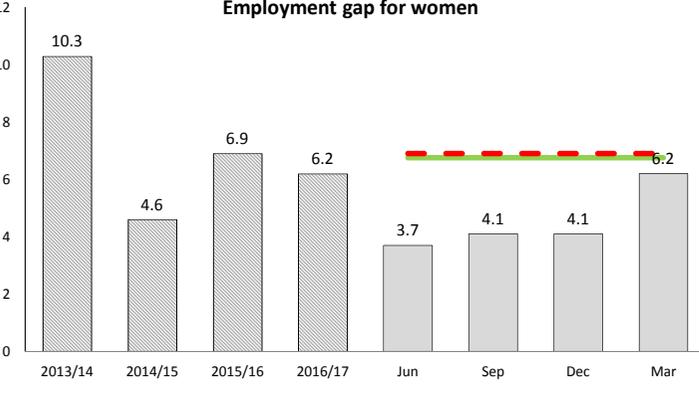
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Smoking Quitters</b></p> <p>Measured in: rate per 100,000 of population (aged 16+) of four-week smoking quitters who have attended NHS Stop Smoking Services . Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.4a Promote healthy lifestyles and address the wider causes of ill health, through a refreshed Health and Wellbeing Strategy, which commits all sections of the council to actively promote the health and wellbeing of all our communities</p> 	654 per 100,000	661 per 100,000 / 1500(actual)	673 per 100,000 / 1528(actual)	573.8 per 100,000 / 1354 (actual)	RED	↓
<p><b>Non-Elective Admissions (Better Care Fund)</b></p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	99.10	96.30	94.30	93.2	GREEN	↑
<p><b>Population healthy life expectancy MALE</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	53.8	Not Set	Not Set	54	N/A	↑

Quit rates have decreased across both London and England due, in part, to a combination of having an increasing cohort of highly addicted smokers as prevalence reduces, and the welcome uptake of electronic cigarettes as a replacement to smoking increases. In addition to the decrease in footfall at smoking cessation services, necessary changes made in 2016/17 to the smoking cessation NIS contract to improve effectiveness had a significant impact on the number of quits in Q1 as the changes took time to embed within primary care. Whilst momentum was regained from Q2 onwards, the shortfall from Q1 did not recover sufficiently enough to enable us to meet our annual quit target for 2016/17. At the end of Q3 (Dec 2016) we had achieved 786 recorded quits in total. This was 14% below the Q3 trajectory target of 916 quits. We implemented a plan to achieve a minimum 350 quits for Q4, including re calculation of previous quarters to accommodate late data entry. This achieved an additional 558 quits during the fourth quarter, meaning a total of 1354 quits over the year. This represents an achievement of in excess of 90% of the target of 1500 quits for the year.

Rolling year data to end of Q4 indicates a rate of non-elective admissions of 93.2 which is lower (better) than the aspirational target of 94.3.

Reported annually in arrears. This data refers to 2013-15. This is a global indicator that reflects the cumulative impact of deprivation on the period of time a person is healthy. In Tower Hamlets, for both men and women, people develop poor health ten years earlier than the UK average. This is the headline outcome indicator of the Health and Wellbeing Strategy and is strategically addressed through improvements in wider determinants of health driven by the council (income, education, housing, environment), health improvement (promoting health eg through interventions promoting increased physical activity, healthy eating, stopping smoking and early identification and treatment of health conditions) and access to high quality integrated health and care services. These are issues addressed in both the Community Plan and the new Health and Wellbeing Strategy that is going out to consultation. Although there is an increase compared to 12-14 (53.8) this is not statistically significant.

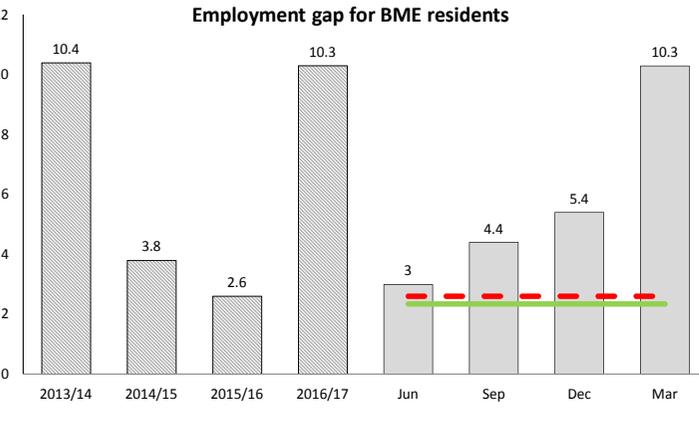
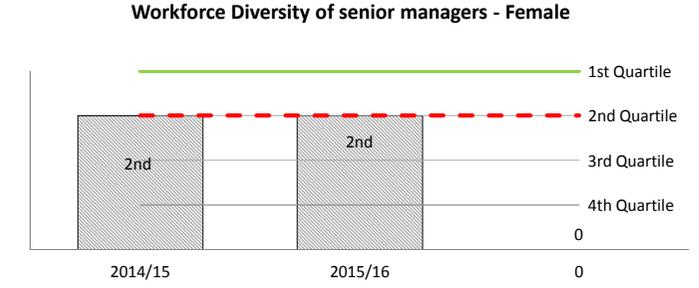
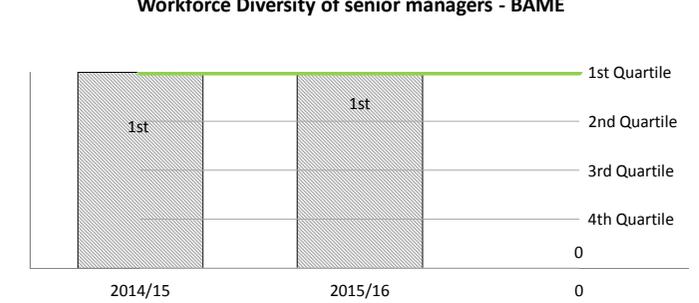
Description			Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	<b>Population healthy life expectancy FEMALE</b>  Measured in: Percentage Good Performance: Higher			56.6	Not Set	Not Set	52	N/A
Reported annually in arrears. This data refers to 2013-15. This is a global indicator that reflects the cumulative impact of deprivation on the period of time a person is healthy. In Tower Hamlets, for both men and women, people develop poor health ten years earlier than the UK average. This is the headline outcome indicator of the Health and Wellbeing Strategy and is strategically addressed through improvements in wider determinants of health driven by the council (income, education, housing, environment), health improvement (promoting health eg through interventions promoting increased physical activity, healthy eating, stopping smoking and early identification and treatment of health conditions) and access to high quality integrated health and care services. These are issues addressed in both the Community Plan and the new Health and Wellbeing Strategy that is going out to consultation. Although this figure is a fallen compared to 12-14 (56.6) this is not statistically significant.								
<b>Reducing inequality and embracing diversity</b>								
<b>Key Stage 2 Achievement:</b> Percentage of children achieving the national standard (attainment gap for White British children)  Measured in: Points Good Performance: Higher	Strategic Plan activity to support these attainment gap measures: 1.3c Improve educational aspiration and attainment  		N/A	Not Set	Not Set	-5.00	N/A	N/A
Final - Summer 2016 exams  The KS2 attainment gap for White British pupils has reduced from -9.3ppts to -5.0ppts in 2016 which exceeded the stretch target of -6.2ppts. While this has occurred during a period when the headline KS2 measure has changed, the relative performance gap between White British pupils and their peers who attained the expected standard has reduced by over a third. If performance had remained the same and only the measure itself changed then we would expect the attainment gap to have remained the same.								
<b>Key Stage 4 (GCSE) Attainment &amp; Progress 8 Achievement:</b> (attainment gap for White British children compared to non-White British children)  Measured in: Points Good Performance: Lower			N/A	Not Set	Not Set	-6.5 -0.7	N/A	N/A
Final - Summer 2016 exams  <u>Attainment 8:</u> There is a -9.1 point gap between White British and non-White British pupils for Attainment 8 measure. <u>Progress 8:</u> The gap is -0.9, which indicates that White British pupils get on average 0.9 of a grade less than their peers even when controlling for prior attainment.  Both of these figures constitute a new baseline for monitoring improvement in this attainment gap going forward. The cohort of White British pupils is 255, out of a total cohort of 2,573.								

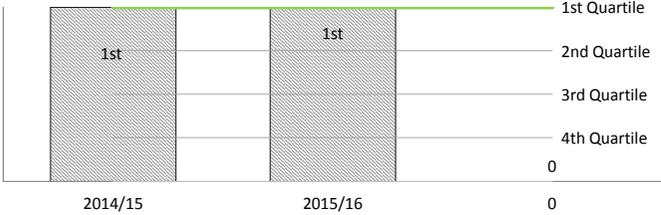
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Proportion of people with mental health problems in employment</b></p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support milestone: 1.4d Deliver the council commitment to the Mental Health Challenge and work with local employers to tackle mental health stigma</p> 	4.4	5.2	5.9	5.9	GREEN	↑
<p><b>Employment gap for women:</b> reducing the gap between the Borough employment rate and employment rate for women</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support these employment gap measures: 1.5b Support more women and black and minority ethnic and disabled residents into employment</p> 	6.9	6.9	6.8	6.2	GREEN	↑

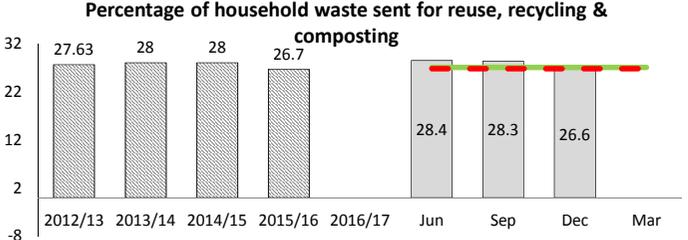
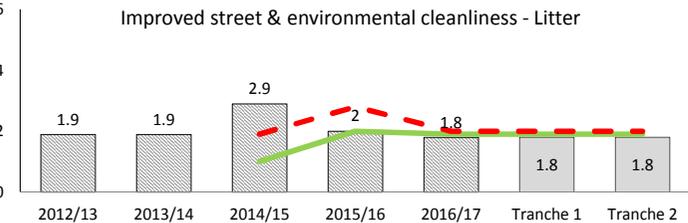
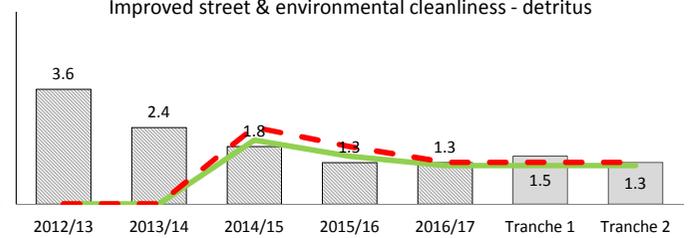
Stretch target of 5.9% achieved

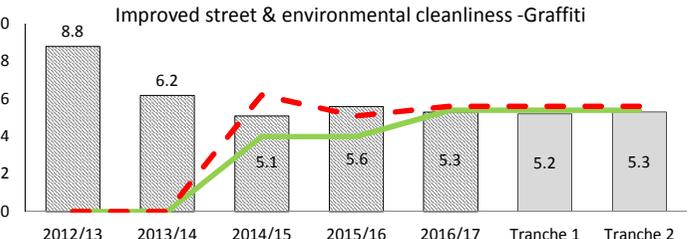
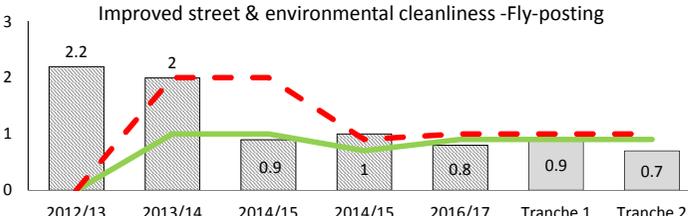
The Tower Hamlets employment rate for women is down 1.8ppts since last quarter whilst the London average has increased 0.3ppts. However the Tower Hamlets employment rate for women is 1.4ppt higher than this time last year, with the London average rate only increasing 0.5ppt for the same period. Against the East London Growth Boroughs', Tower Hamlets has the 3rd highest employment rate for women, with Newham the lowest. Tower Hamlets also has the largest increase of working aged women amongst the Growth boroughs. The confidence level for this data set from NOMIS however is at 6.3% for TH compared to 1% for London which could have a significant impact on figures reported.

The achievements of the Council's work to support more women residents into employment (Strategic Activity 1.5a): The Council has undertaken targeted work which has seen an increase in the number of women accessing and benefiting from employment support through the TH employment service and participating in the Women into Health and Childcare programme. This includes working with Children's Centre's and parents with children under 5, providing employability training and referrals to the employment service. The Council's employment and skills service reports an increase of 8.03% and 26.73% in the numbers of women registering with the service and achieving a job outcome respectively, from year 2015/16 to 2016/17.

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Employment gap for BME residents reducing the gap between the Borough employment rate and employment rate for BME residents</b></p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p><b>Employment gap for BME residents</b></p> 	2.60	2.60	2.35	10.30	RED	↓
<p>The Tower Hamlets employment rate for BME residents has decreased for the 3rd consecutive quarter to 56.1%, widening the gap with London to 10.3ppts. However, the figures from NOMIS for Tower Hamlets has a confidence level of 9.7% compared to 1.8% for London. The revised Local Economic Assessment suggests that BAME rates (particularly amongst Women) are still over represented in both unemployment and benefit claims statistics. There are a range of different barriers to work associated with BAME clients including English, basic skills and access to networks. Long term and economically inactive BAME residents will continue to be a focus for the Employment &amp; Skills delivery service and will form part of the focus of the new integrated service development. The Council's employment and skills service reports an increase of 1.2% and 8.7% in the numbers of BME residents registering with the service and achieving a job outcome respectively, from year 2015/16 to 2016/17.</p>							
<p><b>Position of LBTH in London Boroughs for top 5% of earners that are female</b></p> <p>Measured in: quartile position Good Performance: Higher</p>	<p>Strategic Plan activities to support these workforce diversity measures: 1.5b Support more women and black and minority ethnic and disabled residents into employment EOe Develop an effective workforce strategy, with appropriate skills and representative of the community</p> <p><b>Workforce Diversity of senior managers - Female</b></p> 	2nd	2nd	1st	2nd	AMBER	↔
<p><u>Latest data relates to 2015/16 financial year.</u> Tower Hamlets Council's percentage of top 5 percent earners who are female is 52.9 percent and falls in the second quartile of all the London boroughs, and the first quartile for inner London. The percentage has risen since the last survey in 31st March 2015, when it was 49.6 percent, a rise of 6.7 percent. This compares with a median average change of +4.6percent for all London boroughs and a median average change of +1.0 percent for inner London since 31st March 2015.</p> <p>In 2014/15 LBTH were in the median range for this measure. There have been a number of recent female appointments at senior levels and this will already have had an impact on the current position. Progression to the top quartile was an ambitious target. Quartile position has been maintained.</p>							
<p><b>Position of LBTH in London Boroughs for top 5% of earners that are BAME</b></p> <p>Measured in: quartile position Good Performance: Higher</p>	<p><b>Workforce Diversity of senior managers - BAME</b></p> 	1st	1st	1st	1st	GREEN	↔
<p><u>Latest data relates to 2015/16 financial year.</u> Tower Hamlets Council's percentage of top 5 percent earners who are from black and minority ethnic groups is 27 percent and places us in the first quartile of all the London boroughs, and the first quartile for inner London. This is a rise since the last survey in 31st March 2015, when it was 25.6 percent, a rise of 5.5 percent. This compares with a median average change of -4.6 percent for all London boroughs and a median average change of +2.5 percent for inner London since 31st March 2015.</p> <p>In 2014/15 LBTH was the fourth highest employer of senior BAME staff; in 2015/16, this had risen to the second highest.</p>							

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Position of LBTH in London Boroughs for top 5% of earners with a disability</b></p> <p>Measured in: quartile position Good Performance: Higher</p>	<p><b>Workforce Diversity of senior managers - Disability</b></p> 	1st	1st	1st	1st	GREEN	↔
<p><u>Latest data relates to 2015/16 financial year.</u></p> <p>Tower Hamlets Council's percentage of top 5 percent earners who are disabled is 8.7 percent and places the borough in the top quartile of all the London boroughs, and the top quartile for inner London. There has been a reduction since the last survey in 31st March 2015, when it was 8.8 percent, a fall of 1.1 percent. This compares with a median average change of -24.0 percent for all London boroughs and a median average change of -19.7 percent for inner London since 31st March 2015.</p> <p>In 2014/15 LBTH was fourth highest employer of senior staff with a declared disability; in 2015/16, the position has moved to third highest.</p>							

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<b>Creating and maintaining a vibrant successful place</b>							
<b>An improved local environment</b>							
Percentage of household waste sent for reuse, <b>recycling</b> and composting  Measured in % Good performance: Higher	Strategic Plan activity to support measure: 2.1b Improve waste management and recycling performance  	26.70	26.70	27.00	27.6 (projection)	GREEN	↑
Commentary for March 2017: Data is reported a quarter in arrears. End of year performance is projected to be 27.6%, exceeding the stretch target. The recycling rate in quarter 3 was 26.6%. We have observed there is a seasonal drop in the amount of recycling waste sent for treatment every year and this affects the overall recycling rate. We are currently working together with the corporate communications team on a borough-wide waste minimization campaign. The main purpose of this campaign is to reduce waste generated in households by encouraging residents to reuse their items and making compost schemes more accessible to them among other activities. This in effect will also have a further effect on our recycling rates as waste will be diverted.							
Level of street and environmental cleanliness - <b>litter</b> (%)  Measured in % Good performance: Lower	Strategic Plan activity to support these cleanliness measures: 2.1a Ensure that the borough is clean to the highest possible standards  	2.00	2.0	1.9	1.8	GREEN	↑
Commentary for March 2017: This target was achieved as a result of an active anti-littering campaign as well as the increase in street sweepers in the worst affected areas.							
Level of street and environmental cleanliness - <b>detritus</b> (%)  Measured in % Good performance: Lower		1.30	1.3	1.2	1.3	AMBER	↔
Commentary for March 2017: Detritus is often an area that is affected by season and footfall hence the time the tranche was undertaken the results were not a big surprise. All of the tranche survey results have been passed to Veolia to ensure the same areas do not arise in the next survey. The detritus failure has especially been forwarded to contractors and requested that they specifically target failure areas. We are confident this will see an upturn of the results for the next survey.							

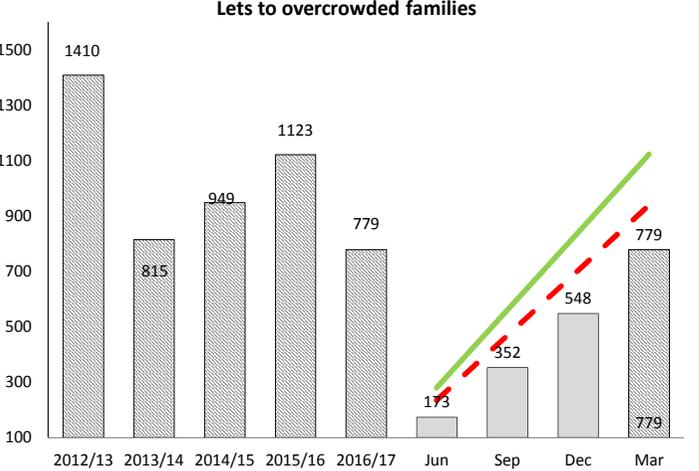
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																
<p>Improved street and environmental cleanliness - <b>graffiti (%)</b></p> <p>Measured in % Good performance: Lower</p>	 <p>Improved street &amp; environmental cleanliness -Graffiti</p> <table border="1"> <tr><th>Year</th><td>2012/13</td><td>2013/14</td><td>2014/15</td><td>2015/16</td><td>2016/17</td><td>Tranche 1</td><td>Tranche 2</td></tr> <tr><th>Value</th><td>8.8</td><td>6.2</td><td>5.1</td><td>5.6</td><td>5.3</td><td>5.2</td><td>5.3</td></tr> </table>	Year	2012/13	2013/14	2014/15	2015/16	2016/17	Tranche 1	Tranche 2	Value	8.8	6.2	5.1	5.6	5.3	5.2	5.3	5.60	5.6	5.4	5.3	GREEN	↑
Year	2012/13	2013/14	2014/15	2015/16	2016/17	Tranche 1	Tranche 2																
Value	8.8	6.2	5.1	5.6	5.3	5.2	5.3																
<p>Improved street and environmental cleanliness - <b>fly-posting (%)</b></p> <p>Measured in % Good performance: Lower</p>	 <p>Improved street &amp; environmental cleanliness -Fly-posting</p> <table border="1"> <tr><th>Year</th><td>2012/13</td><td>2013/14</td><td>2014/15</td><td>2014/15</td><td>2016/17</td><td>Tranche 1</td><td>Tranche 2</td></tr> <tr><th>Value</th><td>2.2</td><td>2</td><td>0.9</td><td>1</td><td>0.8</td><td>0.9</td><td>0.7</td></tr> </table>	Year	2012/13	2013/14	2014/15	2014/15	2016/17	Tranche 1	Tranche 2	Value	2.2	2	0.9	1	0.8	0.9	0.7	1.00	1.0	0.9	0.8	GREEN	↑
Year	2012/13	2013/14	2014/15	2014/15	2016/17	Tranche 1	Tranche 2																
Value	2.2	2	0.9	1	0.8	0.9	0.7																

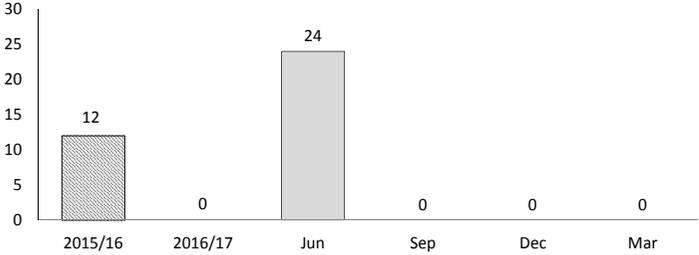
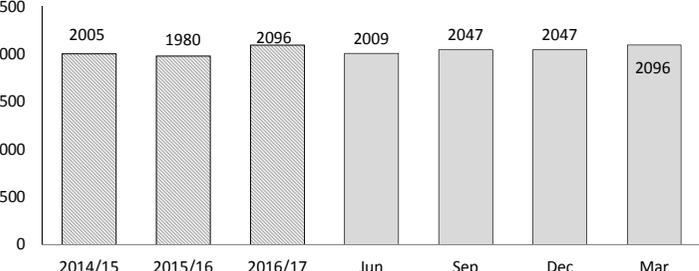
Commentary for March 2017: This target was achieved with assistance to the rezoning levels which also looked at worst areas for graffiti. Veolia also started a proactive clean up of graffiti that resulted in a quick clean up before it was reported.

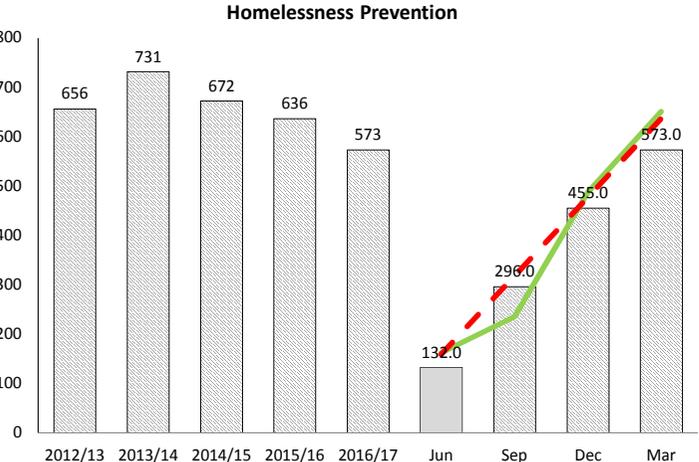
Commentary for March 2017: This target was achieved by the help of our enforcement officers who ran a specific project targeting serial flyposters which saw a good reduction in the total amount of flyposting in the borough.

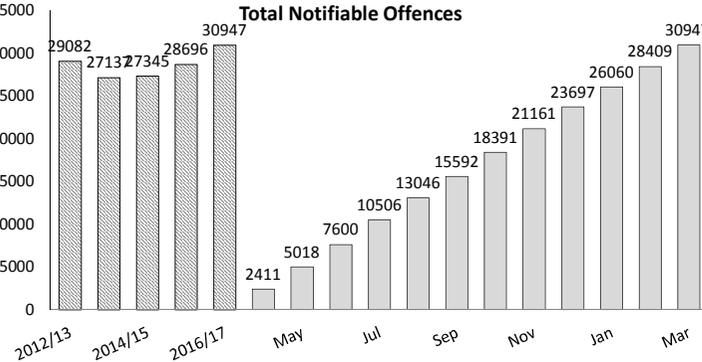
Description	Minimum	Target	Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																																				
<b>Better quality homes for all</b>																																												
<b>Number of affordable homes delivered (gross)</b>	Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures		1073	1100	1375	1070	RED	↔																																				
Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher	<p><b>Number of affordable homes delivered (gross)</b></p> <table border="1"> <thead> <tr> <th>Year/Period</th> <th>Actual</th> <th>Target</th> <th>Minimum</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>630</td> <td>-</td> <td>-</td> </tr> <tr> <td>2013/14</td> <td>595</td> <td>-</td> <td>-</td> </tr> <tr> <td>2014/15</td> <td>635</td> <td>-</td> <td>-</td> </tr> <tr> <td>2015/16</td> <td>1073</td> <td>-</td> <td>-</td> </tr> <tr> <td>2016/17</td> <td>1070</td> <td>-</td> <td>-</td> </tr> <tr> <td>Jun</td> <td>142</td> <td>-</td> <td>-</td> </tr> <tr> <td>Sep</td> <td>300</td> <td>-</td> <td>-</td> </tr> <tr> <td>Dec</td> <td>651</td> <td>-</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>1070</td> <td>1070</td> <td>1070</td> </tr> </tbody> </table>		Year/Period	Actual	Target	Minimum	2012/13	630	-	-	2013/14	595	-	-	2014/15	635	-	-	2015/16	1073	-	-	2016/17	1070	-	-	Jun	142	-	-	Sep	300	-	-	Dec	651	-	-	Mar	1070	1070	1070	<p>Commentary for March 2017: 1070 affordable homes have been delivered at the end of Q4, which represents approximately 97% of the lower target for yearend (1100). 4 schemes, totalling over 100 affordable units failed to complete in March and will now deliver in 17/18. As usual, completions are weighted towards the second half of the year, with only 28% completing in the first half. Affordable delivery for 16/17 is however only 0.3% lower than the 15/16 outturn of 1073 affordable units delivered.</p>	
Year/Period	Actual	Target	Minimum																																									
2012/13	630	-	-																																									
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Mar	1070	1070	1070																																									
<p>As has been stated previously, there is no action plan which can remedy these failures to meet annual targets. The distribution of completions will never fall into an equal four quarter split and there is nothing that the council can do to influence the actual date of handovers, which rely on the progress of final building works and often on unpredictable timing of connections to utilities. Delivery of completed units also depends on action taken several years earlier, and the council is not able to influence the number of developments that either submit satisfactory planning permissions, or then start on site. These targets do not operate in the normal way, increasing every year.</p>			<p>Nevertheless it is important to note that Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. The outlook for NI 155 for 2017-18 has also improved due to the fact that some of the 16-17 schemes are now expected to complete in April 2017.</p>																																									
<p>The Council is on track to meet the Mayor's target of 1,000 new Council Homes by 2018 all of which will be at social / affordable rent. In addition, Cabinet has also agreed alternative housing delivery vehicles to maximise the numbers of affordable homes delivered. In 2016 the Council also assessed funding applications from RPs to the council's own resources, known as the Right To Buy (RTB) Receipts Programme. This process determined the best schemes to enable additional new build affordable housing to be built within the available timetable for expenditure of this funding. Two RPs have signed their grant agreements and spend will be achieved in 2017/18. The Council has re-launched the scheme and is encouraging RPs to apply for grants under Continuous Market Engagement. Delivery of housing and in particular affordable homes, will be progressed through a number of regen programme which includes the Poplar Riverside Housing Zone</p>																																												

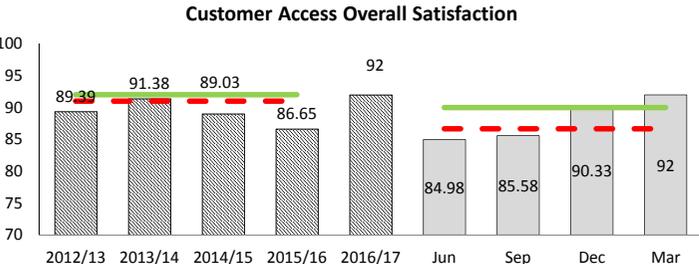
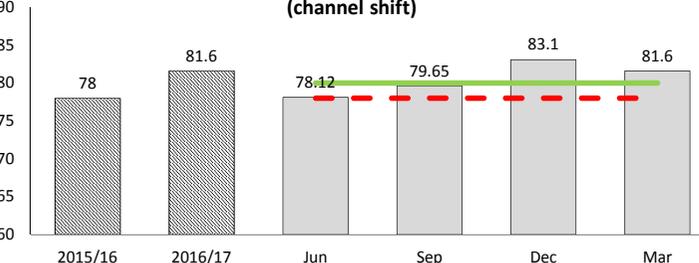
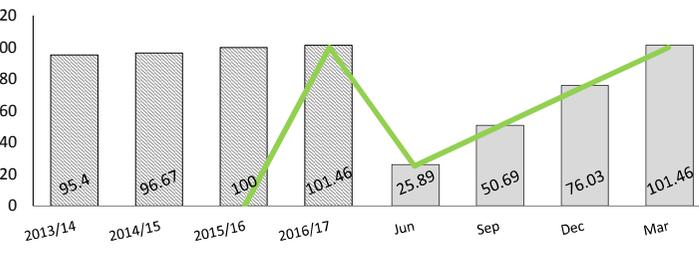
Description	Legend		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	--- Minimum	— Target						
<p>Number of affordable units provided as <b>wheelchair accessible</b> or adaptable (10% of affordable homes delivered)</p> <p>Measured in: Number Good Performance: Higher</p>	<p><b>Number of affordable homes provided as wheelchair accessible / adaptable</b></p>		104	N/A	107	106	AMBER	↔
<p>Commentary for March 2017: 106 wheelchair units have been delivered at the end of Q4, which represent 9.9% of the total number of affordable delivered for the year, close to our policy target of 10%. Underperformance can be part partly attributed to by one large scheme with a permission granted by London Thames Gateway Development Corporation (LTGDC), where the permission failed to require 10% of wheelchair units. However, the mix of wheelchair units delivered this year has been good, with a larger proportion of family sized units than usual (41%). The Council aims to carry out a year end reconciliation on the percentage of wheelchair units delivered allocated to P120 clients, this will assess progress made in meeting demands and reducing the numbers on the accessible housing register.</p>								
<p>Number of affordable social rented housing completions for <b>family housing</b> (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	<p><b>Social rented housing completions for family housing (gross figures only)</b></p>		328	349	490	326	RED	↔
<p>Commentary for March 2017: New social / affordable rented homes ending Q4 is 93% (326) of the total expected for 2016-17 (349), missing targets as total affordable delivery is below expectations. The figure of 326 family units however equates to 44.4% of all rented units, which is broadly in line with the 45% policy target. Schemes never complete evenly over the year and there is nothing that the council can do to influence the actual date of handovers, which rely on the progress of final building works and often on unpredictable timing of connections to utilities. RPs and developers continued to cooperate in using the borough's recommended levels of Affordable Rents. These rent levels will be phased out and replaced with London Affordable Rents and TH Living Rents, which were agreed by Cabinet in May 17.</p>								

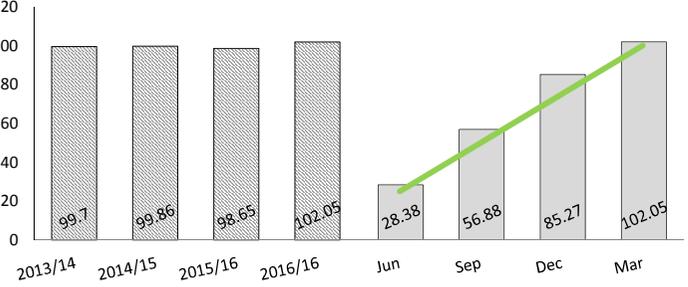
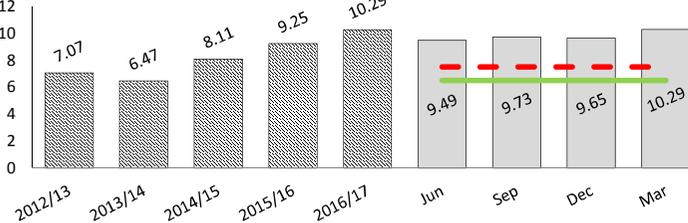
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																				
<p>The number of overcrowded families rehoused, <b>lets to overcrowded households</b></p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>	<p>Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures</p>  <table border="1"> <caption>Lets to overcrowded families</caption> <thead> <tr> <th>Year/Period</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>1410</td></tr> <tr><td>2013/14</td><td>815</td></tr> <tr><td>2014/15</td><td>949</td></tr> <tr><td>2015/16</td><td>1123</td></tr> <tr><td>2016/17</td><td>779</td></tr> <tr><td>Jun</td><td>173</td></tr> <tr><td>Sep</td><td>352</td></tr> <tr><td>Dec</td><td>548</td></tr> <tr><td>Mar</td><td>779</td></tr> </tbody> </table>	Year/Period	Value	2012/13	1410	2013/14	815	2014/15	949	2015/16	1123	2016/17	779	Jun	173	Sep	352	Dec	548	Mar	779	1123	939	1123	779	RED	<p style="text-align: center;">↓</p> <p>Commentary for March 2017: 779 overcrowded families have been rehoused up to Q4. This is below the Q4 expectation of 939. Despite facilitating Lettings Open Day events for residents and officers' best attempts to encourage applicants to exercise different housing options and to be more flexible in their bidding, the primary reason why the target has not been achieved is because of the significant reduction in the number of overall lets this financial year. Overall lets are down approximately 27% compared to last year (603 lets) which has adversely affected performance targets. Further affecting the number of overcrowded lets are other targets and priorities of the council and its partners, including the target set to rehouse applicants not in housing need – band 3 applicants. However, Cabinets decision in January 2017 to reduce lets to band 3 applicants from 10% down to 5%, slightly improved performance for year end.</p> <p>The Council has little influence over applicants' bidding strategy because of the choice based lettings scheme which allows applicants to choose what they consider suitable for them. Analysis of housing offers that were refused in 2016/17 shows that 8.27% of Registered Provider home offers were refused because of affordability issues (rents, decorating and moving costs), whilst 1.29% of council accommodation offers were refused for this reason over the same period (a difference of 6.98ppts). Other reasons given for refusing properties included instances when the properties had not been viewed and the size of properties, where the number of bedrooms was deemed insufficient or rooms were considered to be too small in size.</p> <p>The number of overcrowded applicants on the housing list has however reduced by 10% from 1 April 2014 to 1 April 2016 which is a significant achievement but also had an impact on the number of overcrowded applicants rehoused in 2016/17.</p> <p>The overall lets figure is just over 1600 for the year compared to 2207 for 15/16. This includes approximately 14 cases which are yet to be resulted on the Councils IT system. Given the competing priorities of the council and CHR partners to decant tenants, rehouse Priority Target Group applicants, under occupiers to release family size accommodation for other applicants in housing need, permanently rehousing homeless families to reduce the number of households in temporary accommodation, inevitably had an impact on the various targets set including the rehousing of overcrowded families.</p>
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Description			Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	<b>Number of homeless families in B&amp;B &gt;6 weeks</b>  Measured in: Number Good Performance: Lower	<b>Number of families households in B&amp;B &gt;6 weeks</b> 		12	N/A	N/A	0.00	GREEN
Commentary for March 2017: The Council has sustained legal compliance in the use of B&B accommodation to house homeless families, with none being placed in B&B accommodation for longer than six weeks since September 2016, and no families in B&B at all for two weeks in March 2017. The Council has sustained its position of being the most improved borough in London on the use of B&B, such that we have been highlighted in a LGA report for good practice.								
<b>Number of households living in temporary accommodation</b>  Measured in: Number owed a statutory duty Good Performance: Lower	<b>Households in temporary accommodation</b> 		1980	Not Set	Not Set	2096	N/A	↑
Commentary for March 2017: The Council did not achieve a reduction in numbers in TA. Numbers show an overall increase of 6% since this time last year. 2096 were housed under a duty accepted, up from 1980 in March 2016. Total numbers accommodated is 2210, which includes those housed under the Councils discretionary powers; this is up from 2082 in March 2016. 114 accommodated on a discretionary basis compared to 102 in March 2016. The increase in TA numbers is primarily due to a 40% reduction in the number of permanent offers to homeless households (although final lets figures for March 2017 are not yet available, and this is therefore likely to improve).								

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																																								
<p>The number of households who considered themselves as <b>homeless</b>, who approached the local authority's housing advice service(s), and for whom housing advice casework <b>intervention</b> resolved their situation.</p> <p>Measured in: The number of cases assisted through successful casework intervention</p> <p>Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 2.2e Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation</p>  <table border="1"> <caption>Homelessness Prevention Data</caption> <thead> <tr> <th>Year/Period</th> <th>Actual</th> <th>Minimum</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>656</td> <td>-</td> <td>-</td> </tr> <tr> <td>2013/14</td> <td>731</td> <td>-</td> <td>-</td> </tr> <tr> <td>2014/15</td> <td>672</td> <td>-</td> <td>-</td> </tr> <tr> <td>2015/16</td> <td>636</td> <td>-</td> <td>-</td> </tr> <tr> <td>2016/17</td> <td>573</td> <td>-</td> <td>-</td> </tr> <tr> <td>Jun</td> <td>132.0</td> <td>-</td> <td>-</td> </tr> <tr> <td>Sep</td> <td>296.0</td> <td>-</td> <td>-</td> </tr> <tr> <td>Dec</td> <td>455.0</td> <td>-</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>573.0</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year/Period	Actual	Minimum	Target	2012/13	656	-	-	2013/14	731	-	-	2014/15	672	-	-	2015/16	636	-	-	2016/17	573	-	-	Jun	132.0	-	-	Sep	296.0	-	-	Dec	455.0	-	-	Mar	573.0	-	-	636.00	636.00	650.00	573.00	RED	↓
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<p>Commentary for March 2017: 573 homeless households were prevented from becoming homeless, 9% below this time last year. The two influences of underperformance are:</p> <p>1.) The commissioned supported hostel provision has reduced leaving fewer options available for prevention. The revised hostel commissioning plan will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as a prevention. The number of hostel placements available in Q4 was particularly low, as a result of the decant of support hostels and thus a reduced availability. The knock on effect of this is that there has been an increase in the use of B&amp;B for single clients pending the availability of a supported hostel place or a PRS property. The decant will continue into 2017/18 and may affect the prevention options available for single clients.</p> <p>2.) The borough continues to face significant challenges with private sector landlords being increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:</p> <ul style="list-style-type: none"> <li>• Market rents are far above the LHA in Tower Hamlets, which has been frozen for the last four years.</li> <li>• The reduction in the benefit cap to £23,000 in London from November 2016</li> <li>• Research by Sheffield Hallam University found that only 20% of landlords indicated a willingness to let to HB claimants due to concerns about the gap between LHA rates and market level rents, uncertainty around the roll out and implications of universal credit and the payment of HB 6 weeks in arrears under UC.</li> </ul> <p>Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations. Unfortunately, although the number of negotiations to remain in the private rented sector had increased last year this decreased at the end of the year which must reflect the concerns around UC shown in the research.</p> <p>We have improved the incentive provided to landlords so they will let their admittedly small number of properties available at, or close to, Local Housing Allowance levels via the council to one of our customers rather than let them to a member of the general public. We have also seen a rise in the number of preventions through negotiations with friends and relatives, persuading families that the best option for all is for the threatened homeless client should remain in their current accommodation. Nevertheless, proportionately, this is not sufficient to temper the increase in landlords evicting their benefit-dependent tenants as they can pitch their rents at higher rents. Where possible, we continue to negotiate with Housing Benefit to resolve arrears problems, and negotiate with landlords, to ensure tenants can remain in their properties and thus prevent homelessness. However, the reduction in hostel placement available as a means of preventing homelessness for single clients, will further add to the number of challenged faced by the service. Nevertheless, the targets set for 2017/18 (a percentage of the approaches for assistance) will not change.</p>																																															

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																																		
<b>Less crime and ASB</b>																																									
<b>Total Notifiable Offences</b> (number)	Strategic Plan activity to support this measure: 2.3a Work with our partners to target resources to reduce crime																																								
Measured in: Number Good Performance: Lower	 <table border="1"> <caption>Total Notifiable Offences</caption> <thead> <tr> <th>Year</th> <th>Offences</th> </tr> </thead> <tbody> <tr><td>2012/13</td><td>29082</td></tr> <tr><td>2013/14</td><td>27132</td></tr> <tr><td>2014/15</td><td>27345</td></tr> <tr><td>2015/16</td><td>28696</td></tr> <tr><td>2016/17</td><td>30947</td></tr> <tr><td>May</td><td>2411</td></tr> <tr><td>Jun</td><td>5018</td></tr> <tr><td>Jul</td><td>7600</td></tr> <tr><td>Aug</td><td>10506</td></tr> <tr><td>Sep</td><td>13046</td></tr> <tr><td>Oct</td><td>15592</td></tr> <tr><td>Nov</td><td>18391</td></tr> <tr><td>Dec</td><td>21161</td></tr> <tr><td>Jan</td><td>23697</td></tr> <tr><td>Feb</td><td>26060</td></tr> <tr><td>Mar</td><td>28409</td></tr> </tbody> </table>	Year	Offences	2012/13	29082	2013/14	27132	2014/15	27345	2015/16	28696	2016/17	30947	May	2411	Jun	5018	Jul	7600	Aug	10506	Sep	13046	Oct	15592	Nov	18391	Dec	21161	Jan	23697	Feb	26060	Mar	28409	<b>28,618</b>	<b>Not Set</b>	<b>Not Set</b>	<b>30,947</b>	<b>N/A</b>	<b>N/A</b>
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Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<b>Working smarter together as one team with our partners and community</b>							
<p><b>Customer Access Overall Satisfaction (telephone contact)</b></p> <p>Measured in: % Good Performance: Higher</p>	<p>Strategic Plan activity to support these customer access measures: EOc Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre</p> 	86.65	86.65	90.00	92.00	GREEN	↑
Stretch target exceeded							
<p><b>Percentage of contact transactions dealt with online (channel shift)</b></p> <p>Measured in: Percentage Good Performance: Higher</p>		78.00	78.00	80.00	81.60	GREEN	↔
Stretch target exceeded							
<p><b>Percentage of Council Tax Collected (budgeted)</b></p> <p>Measured in: % Good Performance: Higher</p>	<p>Strategic Plan activity to support these financial measures: EOc Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre</p> 	100.00	Not Set	100.00	101.46	GREEN	↑
Stretch target exceeded							

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p><b>Percentage of Non-Domestic Rates Collected (budgeted)</b></p> <p>Measured in: % Good Performance: Higher</p>	<p><b>Percentage of non-domestic rates collected (budgeted)</b></p> 	98.65	Not Set	100.00	102.05	GREEN	↑
<p><b>Number of working days/shifts lost to sickness absence per employee</b></p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: EOe Develop an effective workforce strategy, with appropriate skills and representative of the community</p> <p><b>Number of working days/shifts lost to sickness absence per employee</b></p> 	9.25	9.25	7.00	10.29	RED	↓
<p>Stretch target exceeded</p> <p>Despite action agreed by CMT in September 2016, sickness levels have continued to increase to 10.29 days per employee. PRG will be asking 2 Divisional Directors with high levels of absence in their services to attend each month to discuss their management of absence and review selected cases. HR are undertaking further analysis of the causes of absence and will submit further proposals to CMT and will meet with the Corporate Director Resources on a monthly basis to review progress.</p>							

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	2017/18	
							Minimum Expectation	Target
<b>Creating opportunity by supporting aspiration and tackling poverty</b>								
<b>A dynamic local economy, with high levels of growth that is shared by residents</b>								
PLACE	EXISTING	<b>Number of businesses supported through Council activities</b> Measured in: Number Polarity: Higher is better	N	N/A	N/A	<b>250</b>	<b>300</b>	<b>500</b>
PLACE	EXISTING	<b>Rate of new business registrations</b> Measured in: Percentage Polarity: Higher is better	TBC	N/A	Enterprises & Local units: 2014 = 27235. 2015 = 31595. = 16%	<b>Actual 9% (33,785 units)</b>	<b>Enterprises &amp; Local units: = 9%</b>	<b>11%</b>
<b>More residents in good-quality, well-paid jobs</b>								

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
PLACE	EXISTING	<b>Tower Hamlets residents supported into work by the Council's Workpath partnership provision (*)</b>  Measured in: Number Polarity: Higher is better	N	939	994	<b>1180</b>	<b>1200</b>	<b>1500</b>
PLACE	EXISTING	<b>Overall employment rate (working age) [Gap between TH and London average] (*)</b>  Measured in: percentage points (ppts) Polarity: Lower is better	(Sept 2016) UK ave = 73.9% London Ave = 73.6%	2.5ppts	2.5 (70.4%)	<b>2.4 ppts (71.1%)</b>	<b>2.4 (70.7%)</b>	<b>2.0 (71.1%)</b>
<b>Children get the best start in life and young people realise their potential</b>								
CS	EXISTING	<b>Early Years Foundation Profile: % of children achieving a Good Level of Development (EYFSP) (*)</b>  Measured in: Percentage Polarity: Higher is better	National Av = 69%  London Av = 71%	55	61.6	<b>66.2</b>	<b>66.2</b>	<b>69</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
CS	EXISTING	<b>KS2 achievement: % of children achieving the national standard</b>  Measured in: Percentage Polarity: Higher is better	National Av = 54%  London Av = 59%	N/A	N/A	<b>62</b>	<b>62</b>	<b>63</b>
CS	EXISTING	<b>KS2 achievement: % of children achieving the national standard - for Looked After Children</b>  Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	<b>66.6</b>	<b>66.6</b>	<b>66.6</b>
CS	EXISTING	<b>Key Stage 4 (GCSE) - Attainment 8 of Looked After Children</b>  Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	<b>27.2</b>	<b>27.2</b>	<b>27.2</b>
CS	EXISTING	<b>Key Stage 4 (GCSE) - Attainment 8 (*)</b>  Measured in: Percentage Polarity: Higher is better	National Av = 49.0  London Av = 51.7	N/A	N/A	<b>50.2</b>	<b>51.7</b>	<b>54</b>
CS	EXISTING	<b>Key Stage 4 (GCSE) - progress 8 measures (S) (*)</b>  Measured in: Percentage Polarity: Higher is better	National Av = -0.3  London Av = 0.16	N/A	N/A	<b>0.15</b>	<b>0.18</b>	<b>0.22</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
CS	EXISTING	<b>Key Stage 5 Average grade: Academic qualifications (A Level) (*)</b>  Measured in: Percentage Polarity: Higher is better	National Av = C+  London Av = C	N/A	C	<b>C-</b>	<b>C-</b>	<b>B-</b>
CS	EXISTING	<b>Key Stage 5 Average grade: vocational qualification (*)</b>  Measured in: Percentage Polarity: Higher is better	National Av = Dist-  London Av = Dist-	N/A	Dist+	<b>Dist+</b>	<b>Dist+</b>	<b>Dist+</b>
CS	EXISTING	<b>16 to 19 year olds who are not in education, employment or training (NEET) (*)</b>  Measured in: Percentage Polarity: Lower is better	London Average 3.1	3.4	3.4	<b>3.5</b>	<b>7.5</b>	<b>6</b>
CS	EXISTING	<b>Percentage of pupils who think that they will go to university or higher education in the future (primary)</b>  Measured in: Percentage Polarity: Higher is better	N	71 (2013)	74 (2014)	<b>N/A</b>	<b>74</b>	<b>76</b>
CS	EXISTING	<b>Percentage of pupils who think that they will go to university or higher education in the future (secondary)</b>  Measured in: Percentage Polarity: Higher is better	N	59 (2013)	63 (2014)	<b>N/A</b>	<b>63</b>	<b>65</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
CS	EXISTING	<b>Number of Adoptions and Special Guardianship Orders granted for Looked After Children (S) (*)</b>  Measured in: Percentage Polarity: Higher is better	N	39	20	<b>33</b>	<b>33</b>	<b>38</b>
CS	EXISTING	<b>% Looked After Children in same placement for 2 years or more</b>  Measured in: Percentage Polarity: Lower is better	National = 68% London = 67%	78	80.6	<b>82.2</b>	<b>82.2</b>	<b>82.2</b>
CS	EXISTING	<b>Average time between a child entering care and moving in with it adoptive family</b>  Measured in: Percentage Polarity: Lower is better	National 2012/15 = 593 London = 635	645	630	<b>689</b>	<b>630</b>	<b>610</b>
CS	NEW	<b>Percentage of childrens social care contacts completed within 24 hours</b>  Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	<b>56%</b>	<b>90%</b>	<b>95%</b>
CS	NEW	<b>Percentage of childrens social care assessments completed within 45 days</b>  Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	<b>76%</b>	<b>90%</b>	<b>95%</b>
CS	NEW	<b>Percentage of children on a child protection order visited within last 4 weeks</b>  Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	<b>70%</b>	<b>90%</b>	<b>95%</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
CS	NEW	<b>Percentage of child protection reviews completed in time</b>  Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	<b>86%</b>	<b>95%</b>	<b>98%</b>
CS	EXISTING	<b>Excess weight in 4-5 year olds (*)</b>  Measured in: Percentage Polarity: Higher is better	London Ave = 22.2%	23.7	22.2	<b>22</b>	<b>22</b>	<b>21.3</b>
<b>People are healthy and independent for longer</b>								
AS	EXISTING	<b>% of adult care users who say care and support services help them have control over their daily life</b>  Measured in: Percentage Polarity: Higher is better	National = 76.8%. London = 72.4%	71.3	69.2	<b>70.3 (average of last 2 outturns)</b>	<b>70.3</b>	<b>73.3</b>
AS	EXISTING	<b>Adult Social Care carer satisfaction (Carer satisfaction with social services ASCOF3B) (*)</b>  Measured in: Percentage Polarity: Higher is better	England Ave = 41.2%. London Ave = 35.2%	32.1	N/A	<b>34.8 (provisional)</b>	<b>N/A</b>	<b>N/A</b>
HAC	EXISTING	<b>Proportion of people over 65 receiving long term support, per 10,000 population</b>  Measured in: Percentage Polarity: Lower is better	England = 630 London = 790	N/A	1423.6	<b>1318.4 (Dec 16 position)</b>	<b>1318.4</b>	<b>1304.8</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
HAC	EXISTING	<b>Self-reported happiness (sense of wellbeing)</b>  Measured in: Percentage Polarity: Higher is better	England = 74.32 London = 73.38	69.74	69.74	<b>69.74 (static outturn)</b>	<b>69.74</b>	<b>73.38</b>
HAC	EXISTING	<b>Stopping Smoking (4 week quit rate per 100,000 pop) (*)</b>  Measured in: Percentage Polarity: Higher is better	N	654 per 100,000 / 1484 (actual)	589 per 100,000 / 1,484	<b>1136 actual quits</b>	<b>661 per 100,000 / 1500 (actual)</b>	<b>673 per 100,000 / 1528 (actual)</b>
HAC	EXISTING	<b>Non-Elective Admissions (Better Care Fund)</b>  Measured in: Percentage Polarity: Lower is better	Y available in raw numbers (Q4 2015/16 data isn't yet published)	97.4	99.1	<b>92.8 (Dec 16 position)</b>	<b>TBC</b>	<b>TBC</b>
HAC	EXISTING	<b>Population healthy life expectancy <u>MALE</u> (*)</b>  Measured in: Percentage Polarity: Higher is better	London Ave = 63.39	49.56	53.61	<b>54</b>	<b>54</b>	<b>56.6 (within 4 years)</b>
HAC	EXISTING	<b>Population healthy life expectancy <u>FEMALE</u> (*)</b>  Measured in: Percentage Polarity: Higher is better	London Ave = 63.82	57.18	57.11	<b>52.4</b>	<b>52.4</b>	<b>55.3 (within 4 years)</b>
HAC	EXISTING	<b>Percentage of people with mental health problems in employment (*)</b>  Measured in: Percentage Polarity: Higher is better	National = 6.8%. London = 5.5%	4.6	4.4	<b>5.2</b>	<b>5.20%</b>	<b>5.90%</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
<b>Gaps in inequality have reduced and diversity is embraced</b>								
HAC	EXISTING	<b>KS2 achievement: % of children achieving the national standard - attainment gap for White British Children</b>  Measured in: Percentage Polarity: Lower is better	N	N/A	N/A	<b>5ppts</b>	<b>5ppts</b>	<b>3.3ppts</b>
CS	EXISTING	<b>Key Stage 4 Progress 8 measures - attainment gap for White British Children (*)</b>  Measured in: Percentage Polarity: Lower is better	N	N/A	N/A	<b>-0.9</b>	<b>-0.9</b>	<b>-0.6</b>
PLACE	EXISTING	<b>Employment gap for women (*)</b>  Measured in: Percentage Polarity: Lower is better	(Sept 2016) UK ave = 69% London ave = 66.7%	5ppts	6.9ppts (59.6%)	<b>4.5ppts</b>	<b>4.5 ppts (61.9%)</b>	<b>4.35ppts (62.05%)</b>
PLACE	EXISTING	<b>Employment gap for BME (*)</b>  Measured in: Percentage Polarity: Lower is better	(Sept 2016) UK Ave = 63.7% London Ave = 66.2%	4ppts	2.6ppts (62.3%)	<b>6.0ppts</b>	<b>6.0 ppts (59.3%)</b>	<b>5.85ppts (59.45%)</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
RES	EXISTING	<b>Position of LBTH in London Boroughs for top 5% earners that are female (*)</b>  Measured in: Percentage Polarity: Higher is better	Y	N/A	Second Quartile	<b>Top Quartile (54.6%)</b>	<b>Top Quartile</b>	<b>Top Quartile</b>
RES	EXISTING	<b>Position of LBTH in London Boroughs for top 5% earners with a disability (*)</b>  Measured in: Percentage Polarity: Higher is better	Y	N/A	Top Quartile	<b>Top Quartile (8.8%)</b>	<b>Top Quartile</b>	<b>Top Quartile</b>
RES	EXISTING	<b>Position of LBTH in London Boroughs for top 5% earners that are BAME (*)</b>  Measured in: Percentage Polarity: Higher is better	Y	N/A	Top Quartile	<b>Top Quartile (30.2%)</b>	<b>Top Quartile</b>	<b>Top Quartile</b>
<b>Creating and maintaining a vibrant, successful place</b>								
GOV	EXISTING	<b>Overall / general satisfaction with the local area (ARS)</b>  Measured in: Percentage Polarity: Higher is better	Y	82.2	83	<b>Published survey expected Summer 2017</b>	<b>N/A</b>	<b>N/A</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
<b>An improved local environment</b>								
PLACE	EXISTING	<b>Percentage of household waste sent for reuse, recycling and composting</b>  Measured in: Percentage Polarity: Higher is better	Y	28	26.7	<b>27.6</b>	<b>28.0</b>	<b>29.0</b>
PLACE	EXISTING	<b>Improved street and environmental cleanliness: litter</b>  Measured in: Percentage Polarity: Lower is better	Y	2.8	2.0	<b>1.8</b>	<b>1.8</b>	<b>1.7</b>
PLACE	EXISTING	<b>Improved street and environmental cleanliness: detritus</b>  Measured in: Percentage Polarity: Lower is better	Y	1.8	1.3	<b>1.3</b>	<b>1.3</b>	<b>1.2</b>
PLACE	EXISTING	<b>Improved street and environmental cleanliness: graffiti</b>  Measured in: Percentage Polarity: Lower is better	Y	5.1	5.6	<b>5.3</b>	<b>5.3</b>	<b>5.2</b>
PLACE	EXISTING	<b>Improved street and environmental cleanliness: fly-posting</b>  Measured in: Percentage Polarity: Lower is better	Y	0.9	1.0	<b>0.8</b>	<b>0.8</b>	<b>0.7</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
PLACE	EXISTING	<b>Improved air quality - percentage of actions in the Air Quality Action Plan which have been completed</b>  Measured in: Percentage Polarity: Higher	N/K	N/K	N/K	N/K	N/K	N/K
<b>Better quality homes for all</b>								
PLACE	EXISTING	<b>Percentage of residents who rate parks and open spaces as good, very good or excellent (ARS measure)</b>  Measured in: Percentage Polarity: Higher is better	Y	63.6	69.0	<b>Published survey expected Summer 2017</b>	<b>N/A</b>	<b>N/A</b>
PLACE	EXISTING	<b>Number of affordable homes delivered (gross) (*)</b>  Measured in: Number Polarity: Higher is better	Y	635	1073	<b>1184</b>	<b>1000</b>	<b>1375</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
PLACE	EXISTING	<b>Number of affordable / social rented housing completions for family housing (gross figures only)</b>  Measured in: Percentage Polarity: Higher is better	N	185	328	<b>366</b>	<b>340</b>	<b>410</b>
PLACE	EXISTING	<b>Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered) (*)</b>  Measured in: % Polarity: Higher is better		105	104	<b>84 (8%)</b>	<b>10%</b>	<b>10%</b>
PLACE	EXISTING	<b>Percentage of overall council housing stock that is non-decent</b>  Measured in: Percentage Polarity: Lower is better	Y	25.06	13.11	<b>N/K</b>	<b>TBC</b>	<b>TBC</b>
PLACE	EXISTING	<b>Lets to overcrowded households (*)</b>  Measured in: Number Polarity: Higher is better	N	949	1123	<b>730</b>	<b>730</b>	<b>904</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
PLACE	EXISTING	<b>Number of homeless families in B&amp;B &gt;6 weeks</b>  Measured in: Number Polarity: Lower is better	Y	135	12	<b>0</b>	<b>0</b>	<b>0</b>
PLACE	EXISTING	<b>Number of households living in temporary accommodation (*)</b>  Measured in: Number Polarity: Lower is better	Y	2005	1972	<b>N/K</b>	<b>N/A</b>	<b>N/A</b>
PLACE	DELETE (see below)	<del><b>The number of households who considered themselves as homeless, who approached the local authority's housing advice service's, and for whom housing advice casework intervention resolved their situation (*)</b></del>  Measured in: Number Polarity: Higher is better	Y - by DCLG as a % of total households	5.94 (672 hseholds)	5.49 (636 households)	<b>640</b>	<b>640</b>	<b>650</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
PLACE	REVISED (see above)	<p><b>The number of households who seek assistance as homeless or threatened with homelessness, who approached the local authority's housing options service, and for whom casework intervention resolved their situation.</b></p> <p>Measured in: Number - now in percentage Polarity: Higher is better</p>	N		17%	21%	19%	21%
<b>People feel safe and places have less crime and anti-social behaviour</b>								
HAC	EXISTING	<p><b>Extent to which residents feel the police and other local services are successfully dealing with ASB (ARS) (*)</b></p> <p>Measured in: Percentage Polarity: Higher is better</p>	N	53.5	56.4	Published survey expected Summer 2017	N/A	N/A
HAC	EXISTING	<p><b>Local Concern about ASB and Crime (ARS): drug use or drug dealing as a problem (*)</b></p> <p>Measured in: Percentage Polarity: Lower is better</p>	N	54.4	51.0	Published survey expected Summer 2017	N/A	N/A
HAC	EXISTING	<p><b>Local Concern about ASB and Crime (ARS): drunk &amp; rowdy behaviour in public spaces (*)</b></p> <p>Measured in: Percentage Polarity: Lower is better</p>	N	45.1	39.0	Published survey expected Summer 2017	N/A	N/A

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
HAC	EXISTING	<b>Local Concern about ASB and Crime (ARS): vandalism, graffiti &amp; criminal damage (*)</b>  Measured in: Percentage Polarity: Lower is better	N	38.4	33.0	<b>Published survey expected Summer 2017</b>	<b>N/A</b>	<b>N/A</b>
HAC	EXISTING	<b>Total Notifiable Offences (TNO) (*)</b>  Measured in: Number Polarity: Lower is better	Y	27345	28,618	<b>Published survey expected Summer 2017</b>	<b>N/A</b>	<b>N/A</b>
CS	EXISTING	<b>Proven re-offending by young people - % of cohort that reoffends</b>  Measured in: Percentage Polarity: Lower is better	England = 37.7% London = 43.3%	41.3	45	<b>44.8</b>	<b>44.8</b>	<b>43.2</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
<b>Communities are engaged, resilient and cohesive</b>								
RES	EXISTING	<b>Proportion of users who rate libraries/Idea Stores as good, very good or excellent (ARS)</b>  Measured in: Percentage Polarity: Higher is better	Y	79	83.0	Published survey expected Summer 2017	N/A	N/A
GOV	EXISTING	<b>% of people who believe people from different backgrounds get along well together (ARS) (*)</b>  Measured in: Percentage Polarity: Higher is better	N	81.0	87.0	Published survey expected Summer 2017	N/A	N/A
GOV	EXISTING	<b>Council listens to concerns of local people (ARS) (*)</b>  Measured in: Percentage Polarity: Higher is better	Y	56	57	Published survey expected Summer 2017	N/A	N/A
GOV	EXISTING	<b>Percentage of residents agreeing that the Council involves residents when making decisions (ARS) (*)</b>  Measured in: Percentage Polarity: Higher is better	Y	52.6	55.0	Published survey expected Summer 2017	N/A	N/A
GOV	EXISTING	<b>Residents feel able to influence decisions in their local community (ARS) (*)</b>  Measured in: Percentage Polarity: Higher is better	Y	53	49	Published survey expected Summer 2017	N/A	N/A

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
<b>Working smarter together as one team with our partners and community</b>								
<b>An enabling and efficient council</b>								
GOV	EXISTING	<b>Percentage of residents agreeing that that the Council is doing a good job (ARS)</b>  Measured in: Percentage Polarity: Higher is better	Y	75.3	72.0	<b>Published survey expected Summer 2017</b>	<b>N/A</b>	<b>N/A</b>
RES	EXISTING	<b>Customer Access overall satisfaction (telephone contact)</b>  Measured in: Percentage Polarity: Higher is better	N	89.03	86.65	<b>92.00</b>	<b>89.00</b>	<b>93.00</b>
RES	EXISTING	<b>Percentage of contact visits dealt with online (channel shift)</b>  Measured in: Percentage Polarity: Higher is better	N	N/A	78.00	<b>83.00</b>	<b>83.00</b>	<b>85.00</b>
RES	EXISTING	<b>Percentage of non-domestic rates collected</b>  Measured in: Percentage Polarity: Higher is better	Y	99.86	98.65	<b>100</b>	<b>100</b>	<b>100</b>

DIR	New / Existing Measure	Indicator Name	Benchmarking? (latest available where provided)	2014/15 Outturn	2015/16 Outturn	2016/17 Expected Outturn At Time 2017/18 Targets Were Set	Minimum Expectation	Target
RES	EXISTING	<b>Percentage of council tax collected</b>  Measured in: Percentage Polarity: Higher is better	Y	96.67	100	<b>101.5</b>	<b>100.0</b>	<b>101.0</b>
RES	EXISTING	<b>My manager treats me fairly and with respect</b>  Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	<b>80</b>	<b>80</b>	<b>82</b>
RES	EXISTING	<b>Percentage of staff that are proud to work for Tower Hamlets</b>  Measured in: Percentage Polarity: Higher is better	N	N/A	N/A	<b>75</b>	<b>75</b>	<b>76</b>
RES	EXISTING	<b>The number of working days/shifts lost to sickness absence per employee</b>  Measured in: Number of days Polarity: Lower is better	Y	8.11	9.25	<b>9.91</b>	<b>9</b>	<b>8.1</b>