

Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty						
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	On Target	55%	Growth Strategy proposals have been discussed at DMT and CMT levels. Discussions with Cabinet members has changed the scope and outline of what the Growth Strategy could be. A new iteration will be developed and circulated across the joint steering group, presenting this to Executive members for next steps and formal drafting. 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 (1. Businesses in geographic concentrations and 2. larger businesses who are key stakeholders or major sector specific organisations). A refresh identifying site allocations 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.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Update the Local Economic Assessment	Andy Scott (D&R)	30/04/16	Completed	100%	Completed and summary prepared. Updates submitted to DMT/ CMT in June/July informing development of IES and Growth Strategy.
	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 (D&R)	31/07/16	Delayed	20%	Growth Strategy proposals have been discussed at DMT and CMT levels. Discussions with Cabinet members has changed the scope and outline of what the Growth Strategy could be. The focus is moving towards a baseline of the key barriers that residents face in achieving success and progression, and how residents can share in the growth of the borough. This also includes exploring how council services and policies particularly around housing, employment. Skills, physical development and regeneration can positively affect this journey. A new iteration will be developed and circulated across the joint steering group, presenting this to Executive members for next steps and formal drafting. A clear vision and purpose of the strategy will be defined by March 17.
	Complete review of employment and enterprise elements of emerging Growth Strategy	Andy Scott (D&R)	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.
	Refresh identification of site allocations	Owen Whalley (D&R)	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.
	Update the Council's capital strategy in conjunction with the infrastructure delivery plan	Neville Murton (RES)	30/09/16	Delayed	80%	Responsibility for delivery of this milestone has recently been transferred from Development and Renewal Directorate to Resources Directorate. The Capital Strategy is being refreshed as part of the Council's approach to outcomes based budgeting. Initial outline drafts will be included as part of the MTFs reports to Cabinet in Dec 2016 and Jan 2017.
	Develop comprehensive area based mapping of housing typologies and tenures	Mark Baigent (D&R)	31/12/16	Delayed	0%	Work on borough wide mapping of housing typologies and tenures was delayed due to a recent departure in the Resources GIS team. However, this exercise is now in discussions, will begin shortly and is anticipated to complete by year end.
	Identify opportunities for estate based investment	Mark Baigent (D&R) Ann Sutcliffe (D&R)	31/12/16	On Target	50%	Estate based investment is still under discussion and opportunities are in the process of being identified.

	Publish area profiles demonstrating commercial concentrations as destinations	Andy Scott (D&R)	31/03/17	On Target	50%	Report for DMT and CMT completed updating on profile development and proposing pilot projects. DMT considered report on 3rd October 2016 which later went to CMT, MAB and Cabinet. Funding has now been approved for Pilot Projects in Roman Road East, Watney Market & Bethnal Green
	Produce consultation draft version of the Growth Strategy for Mayor in Cabinet's consideration	Andy Scott, Mark Baigent, Owen Whalley (D&R)	31/03/17	On Target	20%	In development as above. A clear vision and purpose of the strategy will be defined by March 17.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
6	Implement a programme of business support for Tower Hamlets businesses and entrepreneurs	Cabinet Member for Work and Economic Growth	31/03/17	On Target	50%	NHB funded business support programmes have been procured and implemented. Progress report will be provided at the end of the year.
Milestone		Lead Officer	Deadline	Status	% Comp	Q2 Comments
	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.
	Deliver new entrepreneurship training programme	Andy Scott (D&R)	31/03/17	On Target	50%	Delivery agencies have been appointed, subject to contract, and delivery is now underway and will continue into 2017
	Deliver new start up and growth grants for small business project	Andy Scott (D&R)	31/03/17	On Target	50%	NHB funded project has been procured and will commence delivery in Q3.
	Deliver training to small businesses on retail and marketing	Andy Scott (D&R)	31/03/17	On Target	50%	NHB funded project has been procured and will commence delivery in Q3.
	Deliver training and skills as part of geographic focused town centre projects	Andy Scott (D&R)	31/03/17	On Target	50%	This forms part of the NHB funded Thriving High Streets pilot project. It will be considered by DMT and CMT, and will be scoped out in Q3.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
19	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	On Target	74%	'Enterprising Whitechapel' has been completed and considers demand for workspace as well as skills development, programme delivery is underway. Whitechapel will be a primary focus for the achievement of targets in the NHB projects relating to Growth Sectors, New Enterprise Support and Retail Marketing. A number of workspace providers and workspaces have been identified, workspaces are at implementation stage where these have been found feasible. A forum of workspace providers is also now under development. The Business Charter aims and objectives are being reviewed to ensure a business friendly proposal. 9 business profiles have been drafted. A Town Centre WIFI programme has also been scoped and is in progress, with reports due for Cabinet consideration in Q4.
Milestone		Lead Officer	Deadline	Status	% Comp	Q2 Comments
	Update the Whitechapel Vision regeneration strategy towards delivering physical affordable workspace and supporting enterprise and skills training	Owen Whalley (D&R)	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 VDT work programme.
	Approve the funding schedule for a new enterprise and business support hub in Whitechapel funded by the High Street Fund	Owen Whalley (D&R)	31/10/16	On Target	90%	The proposal for grant funding regarding this project has completed all Commissioner reporting processes, and a full phased funding schedule has been received for approval as part of a grant funding agreement.
	Initiate support for new businesses through the High Street Fund by identifying at least 5 workspace providers and users	Owen Whalley (D&R)	31/10/16	Completed	100%	A range of workspace providers (more than 5) have been identified through two calls for sites and associated bidding processes. Work is underway to implement workspaces with providers where they have been found feasible.
	Develop an approved strategy for enabling employment growth through new workspace initiatives in Whitechapel	Owen Whalley (D&R)	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
	Develop a Tower Hamlets business charter setting the guiding principles to facilitate delivery of mutual aims and objectives	Andy Scott (D&R)	31/12/16	On Target	50%	Cllr Peck has been briefed on the proposal to amend this to a Business Friendly Tower Hamlets proposal. This will be considered by DMT in early January 2017.
	Engage with Whitechapel businesses to generate partnership and opportunity as part of the Growth Strategy	Andy Scott (D&R)	31/03/17	On Target	50%	Enterprise programmes designed for the whole borough are particularly focused on Whitechapel, and the Enterprise Team are working with the Whitechapel Vision Delivery Team to this end.

	Identify and secure small affordable workspace	Andy Scott (D&R)	31/03/17	On Target	50%	Work has completed on the Workspace Study. A forum of workspace providers is now under development.
	Generate area profiles for business areas	Andy Scott (D&R)	31/03/17	On Target	85%	Area profiles are included in the report to DMT/CMT that is currently under consideration. 9 Area Profiles have been drafted and missing information is now being collected.
	Appoint contractor for delivery of Town Centre Wifi programme	Andy Scott (D&R)	31/03/17	On Target	60%	The programme has now been scoped and is being discussed with key Council officers. It is intended that this will form the basis of a report to DMT/CMT/Cabinet in Q4.
	Develop partnerships in town centres to promote visitor consumer activity	Andy Scott (D&R)	31/03/17	On Target	50%	Partnership development will be an integral part of the Council's town centre strategic work, to build on the work of existing partnerships in the borough's town centres.

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	On Target	50%	The Creative Communities event commenced work in these sectors. A brief is being developed to procure suitable consultancy support to develop some small scale tech/digital sector interventions aimed at getting local people into this sector.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
	Identify key sectors through the Growth Strategy and convergence work	Andy Scott (D&R)	31/03/17	On Target	50%	Key sectors have been identified as part of the Growth Sectors NHB funded project.
	Target sectors identified as part of business engagement projects	Andy Scott (D&R)	31/03/17	On Target	50%	The sectors identified in the NHB funded project are now being targeted - including cultural and creative and digital and tech sectors.
	Develop communications strands of work for sectors	Andy Scott (D&R)	31/03/17	On Target	50%	Communication plans are currently under development with the aim of delivery in Q4.
	Implement a programme of round table discussions to identify growth opportunities and how these can be aligned to local skills and residents	Andy Scott (D&R)	31/03/17	On Target	50%	One event has been held and a second is being planned to take place in Q3.
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	On Target	80%	Suitable consultants have been appointed to develop a draft Town Centre Strategy. ATCM and the Retail Group have been appointed to undertake this work. This work is programmed to complete in late December 2016. This will enable presentations of the proposed Strategy to be available for consideration by DMT in early January 2017. The development of the 5 year Markets Strategy has been delayed to incorporate into the Strategy the changes taking place in the service. This delay has subsequently affected the market business improvement and investment plans. The pilot Town Centre project was delayed by the GLA signing the contract. However this has now been signed and the proposed pilot choices will be considered at Cabinet in December. Work on preparing a case for the Article 4 Direction was delayed because of a reallocation of resources support delivery of the Statement of Viability (Local Plan Regulation 18). This work is now anticipated to start in January.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
	Develop a new 5-year markets strategy (2016-2021)	(CLC)	31/05/16	Delayed	20%	The Markets Strategy will be part of the changes that are taking place in the service over the next six months.
	Develop the Whitechapel Town Centre Retail Vision	Owen Whalley (D&R)	31/07/16	Completed	100%	The Retail Vision has been developed and received from consultants. Additional work will seek to further develop the analysis and implementation of the vision.
	Assess retail viability as part of the Local Plan evidence base gathering	Owen Whalley (D&R)	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.
	Develop new market business improvement and investment plans	(CLC)	31/07/16	Delayed	0%	This will form part of the Markets Strategy.
	Develop proposals for shop front improvement model of delivery	Andy Scott (D&R)	30/09/16	Completed	100%	Proposals developed and D&R 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.
	Proposal for choice of pilot Town Centre(s) project	Andy Scott (D&R)	30/09/16	Delayed	90%	Delayed by GLA signing of contract. However, the review of 9 District Centres to provide a rationale for proposed pilot location(s) is complete. The proposed choice of pilot areas was presented in a report to CMT on 26/10 and is scheduled for MAB and Cabinet considerations on 8/11 and 6/12 respectively.
	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 (D&R)	31/12/16	Delayed	5%	Some early scoping work had commenced however, the available resources within the Strategic Planning section have been re-prioritised to support the delivery of the Regulation 18 version of the Local Plan. With current resource levels this work is not anticipated to commence until January 2017.

	Implement Town Centre toolkits to include: 1. Town Centre indicator list 2. Communications and profiles 3. Generation of Town Centre Partnerships	Andy Scott (D&R)	31/03/17	On Target	50%	The Area Profiles have been devised to enable a performance management framework to be established to measure their success. Communication plans are being developed as part of #shoptowerhamlets, which will develop digital maps for all District Centres. Town Centre partnership development are included as part of the pilot projects and work commenced in Brick Lane in Q3, this will continue into 2017.
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	On Target	90%	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.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
	Cabinet approval to consult on Revised Planning Obligations Supplementary Planning Document (SPD)	Owen Whalley (D&R)	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.
	Devise and deliver a training programme to Development Management officers on negotiations in relation to securing local employment benefits in s106 agreements	Owen Whalley (D&R)	30/09/16	Completed	100%	ED team is currently 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 will be delivered to provide advice and guidance on ensuring the maximum output of employment benefits are obtained through these methods. Training sessions will begin in November 2016 and will be ongoing as and when necessary.
	Adopt Planning Obligations SPD	Owen Whalley (D&R)	30/09/16	Completed	100%	Approved by Mayor in Cabinet on 6th September 2016 and subsequently adopted.
	Review and revise as required all existing local employment clauses in s.106 agreements	Owen Whalley Andy Scott (D&R)	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.
	Maximise employment and enterprise contributions through planning obligations SPD	Andy Scott (D&R)	31/03/17	On Target	50%	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. Identified two agreements where recovery action is required by developers.
1.2 More residents in good-quality, well-paid jobs						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
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	On Target	80%	Milestone delays identified below are predicted to be back on track by the end of the financial year.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Finalise contract arrangement for funding	Andy Scott (D&R)	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.
	Progress proposals for community based delivery site(s)	Andy Scott (D&R)	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
	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 (D&R)	31/08/16	Delayed	75%	Research work is underway to create a revised cost benefit analysis models: Affordable Childcare system dynamics modelling currently went out to tender with a deadline of Oct 17th. Procurement was successful and work is now underway to complement internal work to merge relevant data-sets to enable horizon scanning and modelling to be done. Paper to go to DMT January 17 with initial modelling sample.
	Produce labour market information briefings on future jobs and requirements	Andy Scott (D&R)	30/09/16	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 has been shared with a range of partners.

	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.
	Finalise shared customer relationship and tracking system specification	Andy Scott (D&R)	30/09/16	Delayed	50%	Specification completed. Needs analysis and review of system expectations being carried out. A new system will be procured and implemented in Q4. On track for delivery in March 2017.
	Progress proposals for community based delivery site(s)	Andy Scott (D&R)	30/09/16	Delayed	50%	Lead Member discussion has suggested that three 'shop front' type delivery sites would be beneficial to engagement. Potential sites will still be located in the larger concentration of worklessness in the west, central and east of the borough. Further work is underway in October/November to explore costs and locations of such a delivery mechanisms.
	Report on year end targets	Andy Scott (D&R)	31/03/17	On Target	50%	Year end targets on track to be met.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
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	On Target	60%	Partnership working continues with Troubled Families (TF), JCP, Poplar Harca, Housing Options, Careers Service, Ideas Stores - see below. TF officers seconded to work with Information Advice and Guidance (IAG) clients. Joint registration and support events being held for Benefit Capped Clients. Formal data sharing leading to more effective targeting of clients. CRM model to be implemented March 17. The details of a Council-wide common assessment and referral process dependent upon savings decisions and impending corporate restructure. Employer Engagement Team recruitment delayed at R stage, but will include securing more skilled positions with key employers.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
	Incorporate learning from pilot project on supporting benefit capped households into training and employment	Andy Scott (D&R)	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.
	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	Delayed	50%	The Leaving Care Service and the Benefit Service have met to discuss plans to hold regular JobCentre Plus surgeries at the Leaving Care Service based at Kitcat Terrace. In principle, this work will be taken forward by the Benefit Service in collaboration with the Leaving Care Service. Although the actual activity under this milestone is delayed we are confident of achieving it by end of March. Moreover, performance for Care Leavers in education, training or employment is slowly improving - it has now reached 60.5%. Performance looks strong compared to London and national performance for previous years. (These figures are for the period up to the end of August 2016). The Benefits Service with the Corporate Parenting Board will pilot a range of support to include direct payment of rent for care leavers to guarantee rental payments and provide a dedicated resource to support care leavers.

	Develop and implement an integrated employment service to align and coordinate Council employment support functions and working with partners	Andy Scott (D&R)	31/12/16	On Target	80%	Partnership working and cross referrals continues with Troubled Families , JCP, Poplar Harca, Housing Options, Careers Service, Ideas Stores - see below also. TF officers seconded to work with IAG clients. Joint registration and support events being held for Benefit Capped Clients. Formal data sharing leading to more effective targeting of clients. CRM model to be implemented March 17. The details of a Council-wide common assessment ad referral process dependent upon savings decisions and impending corporate restructure.
	Develop delivery models with key employment partners	Andy Scott (D&R)	31/12/16	On Target	80%	Partnership working and cross referrals underway with Troubled Families (TF), JCP, Poplar Harca, Housing Options, Ideas Stores etc. - see below also. TF officers seconded to work with IAG clients. Joint registration and support events being held for Benefit Cap Clients. Formal data sharing leading to more effective targeting of clients.
	Deliver a programme of training to support residents in moving into employment	Andy Scott (D&R)	31/03/17	On Target	50%	Development of training framework underway. Implementation includes utilising existing provision both inside and outside the Council: E.g. extension of Adult Learning provision of ESOL and Basic Skills provision as key requirements for many IAG clients. Referral to TH College and Third Sector providers.
	Deliver council apprenticeships programme - 25 corporate apprenticeships	Andy Scott (D&R)	31/03/17	On Target	50%	Recruitment programme underway, 24 apprentices due to start in November 2016 and a further group of apprentices will be progressing from level 2 to levels 3. The annual target of 25 will be exceeded.
	Develop proposals for the Councils response to the new Apprenticeships public sector target	Andy Scott (D&R)	31/03/17	On Target	50%	The apprenticeship levy guidance for local government has not yet come out, once this does the council targets and response will be determined.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
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	On target	50%	
Milestone		Lead Officer	Deadline	Status	% Comp	Comments
	Increase the number of Speaking English with Confidence volunteer lead groups to 50 percent	Shazia Hussain (CLC)	31/03/17	On target	50%	8 SPEC programmes are in place for the new academic year (September 2016). Further programmes will come on-line in the following months. A total of 17 per term are planned. 36 have been delivered to date.
	Introduce Functional English as a progression route for ESOL learners with Idea Store Learning	Shazia Hussain (CLC)	31/03/17	On target	50%	The functional English courses are planned to commence in the new academic year (Sept 2016)
	Embed Employability Skills in all Maths English and ESOL programmes within Idea Store Learning	Shazia Hussain (CLC)	31/03/17	On target	50%	Embedded employability has been planned for Maths, English and ESOL. Extended curriculum is now "live" and being delivered in the new courses from September 2016 onwards.
	Develop proposals for future commissioning third and private sector employment interventions aligned to the outcomes of the employment services review	Andy Scott (D&R)	31/03/17	On Target	50%	Paper going to DMT November 16 making high level recommendations for future commissioning and devolution of budgets.
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	On Target	55%	Most of these milestones are on track delays to others are explained below.
Milestone		Lead Officer	Deadline	Status	% Comp	Comments
	Establish local data sharing protocols, utilising birth registry data to improve attendance at children's centres	Christine McInnes (CS)	31/08/16	Delayed	50%	A draft 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. It has been decided that this needs to be agreed at 'WELC' level (the Bart's Health footprint - Waltham Forest, East London and City) and will form an appendix to an overarching data sharing agreement that should be finalised by the end of January 2016.

	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	20%	This piece will be taken forward once the Early Years Service restructure has been implemented and recruitment has been completed. The milestone date should be revised to 31/03/2017.
	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 has now been established with a soft launch in September 2016. The key focus of the Hub is to provide streamlined access to early help interventions to vulnerable families. The Early Help Hub signposts and provides support to cases that are below the statutory eligibility threshold. This has a direct interface with child protection and MASH. Early help services at Children Centres are fully aligned with the new model called 'The Early Help Hub'. Children Centres and the MASH Team in Children's Social Care have worked together to set up a direct referral process - this means that MASH can make referrals to Children Centres for cases that do not meet the eligibility criteria thresholds. 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.
	Ensure alignment of Signs of Safety within the CAF process at tier two, with the aim of strengthened partnership practice	Nasima Patel (CS)	31/12/16	On Target	70%	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, but rather supplements CAF where there are concerns. This is ongoing work and embedded as part of social work practice.
	Embed the integrated review of two year olds	Christine McInnes (CS)	31/01/17	On Target	60%	Health and Education have strengthened their partnership working relationships. A steering group was set up between the Health Visiting Team and Integrated Early Years Service to develop the integrated review. The service has implemented a model which involves a joint Two Year Old Integrated Review between parents, an Early Years practitioner and a member of the Health Visiting Team. Implementation of the Tower Hamlets model for the integrated review commenced in September 2015 and extends to all Children's Centres and providers in April 2016. Five cohorts of early years practitioners and Health Visiting Service staff were invited to a rolling programme of training.
	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	On Target	50%	A proposal was taken to Cabinet on September 6th to introduce the concept of a 'payment by result' contract. This project will provide an early help offer for adolescents on the edge of care. 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.
	Work with young people in trouble utilising families and communities for support to reduce harm	Nasima Patel (CS)	31/03/17	On Target	50%	a) The Youth Justice & Family Intervention Service (YJFIS) is a newly merged service since 1st September 2016. Progress updates are provided to the Tower Hamlets & City of London Youth Offending Management Board. This new service has an emphasis on intervening as early as possible by considering - the child's context including the child's family and siblings; - addressing the impact of disadvantage, and - responding to the demands of the criminal justice system. b) Further to the 'Troubled Lives, Tragic Consequences' Review in December 2015 - a risk matrix is being developed to identify young people who are a risk to themselves and others. Regular report updates are provided to the LSCB.

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	50%	A review of SEN provision has been undertaken to ensure that the offer is sustainable and high quality in the context of raising demand. The interim report has been produced and will be reported to Cabinet by the end of the financial year. The report will include an outline medium term strategy which will include the work of the CCG. One of the draft recommendations of the SEN Review is to produce a local SEN Strategy which outlines the range of provision and support for children with special educational need.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Review SEN provision to ensure the offer is sustainable and high quality in a context of raising demand	Christine McInnes (CS)	30/04/16	Delayed	60%	An interim report of findings was shared with the Children Services DMT in August. A final report will be discussed with the Lead Member and will be subsequently reported to Cabinet.
	Carry out actions and recommendations arising from the review	Christine McInnes (CS)	31/07/16	Delayed	60%	The above report will include an outline medium term strategy (to include the CCG) plus recommendations for changes to the SEN services. This milestone should be revised to March 2017.
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	On Target	70%	Milestones for this activity are on track.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	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. Final pupil level data is likely to be released in January 2017.
	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.
	Work with schools to identify under-performing groups and identify and overcome the specific barriers to achievement	Christine McInnes (CS)	31/03/17	On Target	50%	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 will also be reviewing this work in December.
	Implement an action plan to improve white British pupil attainment in schools	Christine McInnes (CS)	31/03/17	On Target	50%	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.
	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	On Target	50%	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.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3d	Ensure better outcomes for looked after children and young people (LAC)	Deputy Mayor Education and Children's Services	31/03/17	On Target	70%	The milestones for this activity are largely on track.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments

Review processes to support children's emotional wellbeing to inform individual bespoke packages and our commissioning intentions	Nasima Patel (CS)	30/09/16	Delayed	60%	We are now better able to track the number of 'Strength Difficulties' Questionnaires' (SDQ) that are being completed by foster carers, residential workers, teachers and birth parents. This is a new indicator which informs the Management Information Report request. Children Social Care is working with CAMHS Integrated Team and CCG as to how the analysis from the SDQ will inform future service planning. In the meantime the CAMHS team in social care are offering regular input into work with LAC.
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).
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	On Target	70%	Through the LAC process all the Independent Reviewing Officers (IRO) meet and consult children and young people in private before their reviews to build good working relationships and trust with the child. Our participation rates remain high. If a young person wishes to decline attendance at their review, the IRO will make sure that they obtain their views, wishes and what next from the child. The outcomes are measured in the Framework-I recording system. In terms of participation, two 'Children in Care' Councils meet on a monthly basis. Representation include senior management and an IRO to listen to the child's experiences of their care. Twice a year 'Just for You' events are organised in May and October half terms for all Looked After Children (LAC) to allow a forum where looked after children can voice their experiences of social care. A Child's Rights Officer attends this. A survey was conducted last year and 22 responses received. An IRO report is also published annually.
Explore the overrepresentation of some groups of young people in the LAC cohort	Nasima Patel (CS)	31/12/16	On Target	70%	The Policy, Programmes and Community Insight Team (Strategy) presented a report examining over-representation of children by ethnicity in areas including early years, GSCes, Health, Poverty, NEETs, LAC, substance misuse. 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, with more follow up work to be 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.
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	On Target	60%	A Safer Life bid has been submitted to the Government's DFE to develop an enhanced wrap around proposal about 'on the edge of care'. Whether the bid is successful or not, the Service has committed to deliver this approach.
Ensure that health care plans and passports are in place for all Looked After Children	Nasima Patel (CS)	31/12/16	On Target	50%	There has been an increase in Looked After Children in 2015/16, which has caused pressure on arrangements for medicals via the partnership between health and social care. At present, Health passports are given to all young people aged 17 years and 6 months at their final LAC health review. If they are younger than this at the time of the review we post it to them when they are 17 and a half years old. A log of this is kept. This age was decided with and agreed by the then designated nurse for LAC who secured the funding for the passports from the CCG. The Children Social Care Management information report for August 2016, shows that the number of Children Looked After (CLA) who had an annual health and dental checks was 73%. For the period 2015/2016, 77% of CLA's immunisations were up to date.

	Review the commissioning arrangements for children and young people in residential care out of borough	Nasima Patel (CS)	31/03/17	On Target	60%	This is a long term goal dependent on cooperation at a London level. When we commission standard and specialist residential children's placements the service work alongside the London Care Placements, which is part of the London Councils Group. London Care Placements registers providers, issues the Pan London Contract and conducts the annual fee review and settlement. 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, Education and Health, and funds any authorised placement via a two way or three way split. For children placed in Welfare Secure residential care all placements are currently commissioned via Hampshire Council which is a 'pilot' project set up by the government. The small group of 'hard to place' and 'high risk' teenagers, who attract very high costs and often poor outcomes, would benefit from a joint commissioning process across the London Boroughs if this could be agreed at ADCS level.
	Improve educational attainment of Looked After Children in partnership with the Virtual School and Careers Service	Nasima Patel (CS)	31/03/17	On Target	75%	All children have highlighted on their Personal Education Plan (PEP) forms and at the PEP meeting 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 VS Attendance and Welfare Advisor now links with the Careers service regarding probable Year 12 choices in year 11, KS5 transition and future path ways. This work supports students in KS5 and negates against any child becoming NEET by failing to enrol in an appropriate provision. The Virtual School is in the process of appointing 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) on mentoring and women's enterprise.
	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3e	Improve educational and vocational provision at post-16	Deputy Mayor Education and Children's Services	31/03/17	On Target	60%	These are mostly on track to completion.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	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.
	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	On Target	90%	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.

	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	On Target	60%	Current floor targets are: 45% of students achieve an average point score per entry in vocational qualifications of 194 points and 45% of students achieve an average point score per entry in academic qualifications of 172 points. However the DfES is bringing 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. Once floor targets are confirmed they will be disseminated. This should be before the final results are published in January.
	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	On Target	70%	A post 16 alternative provision programme is being established. There are strong links with schools that have post 16 SEN provision and programmes that include progression to the College have been established. There has also been work with Tower Project developing supported work experience placements for SEN students.
	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	On Target	50%	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.
	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	On Target	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. Schools have been and will be provided with significant support. Tower Hamlets College could also be a significant partner in this, and work is being undertaken to strengthen relationships.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.3f	Support all young people to access enrichment and social activities	Deputy Mayor Education and Children's Services	31/03/17	On Target	50%	These are mostly on track to completion.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Undertaking a strategic review of the youth service, consulting with stakeholders and young people.	Debbie Jones (CS)	30/09/16	Delayed	75%	The Youth Service Review commenced in January 2016. The review has undertaken consultation to establish views of stakeholders. A second consultation will run in October for 30 days to help the Youth Service to establish its priorities in advance of implementing its budget saving proposals.
	Review options for the delivery of youth services for decision by LBTH Executive	Debbie Jones (CS)	31/12/16	On Target	50%	A report will be presented to Cabinet in January 2017 setting out options for service delivery for the Youth Service.
	Implement changes to youth services to support the desired outcomes	Debbie Jones (CS)	31/03/17	On Target	20%	From January 2017 and pending Cabinet decision, the Youth Service is likely to be restructured.
1.4 More people living healthy and independently for longer						
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	On Target	63%	There has been a delay in the delivery of a revised Health and Wellbeing Strategy; the strategy is now out for consultation and will be ready for launch early 2017. The engagement strategy for all formal partners and the wider public is now being developed. Remedial action is being taken to ensure delayed milestones are back on track for completion by the end of the financial year.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	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. Good progress is being made.

	Develop and deliver a revised Health and Wellbeing Strategy, fully endorsed and produced by all partners	Somen Banerjee (AS)	30/06/16	Delayed	75%	A draft Health and Wellbeing Strategy is scheduled was presented to the Health and Wellbeing Board in October 2016. The strategy is now out for consultation and will be ready for launch towards the end of January / February.
	Develop and deliver an engagement strategy for all formal partners and the wider public	Somen Banerjee (AS)	30/09/16	Delayed	50%	There are plans to engage with the community by making Health and Wellbeing Board meetings more accessible and visible by holding them out of the town hall and more at community venues.
	Ensure the delivery of a robust communications plan for the wider council, partner organisations and the public	Somen Banerjee (AS)	31/10/16	On Target	50%	This is work in progress and plans are set out in the draft Health and Wellbeing Strategy. The Communications Strategy will be incorporated within the Health and Wellbeing Strategy, which will be out for consultation in October.
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	On Target	64%	These milestones are mostly on track.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	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	Delayed	50%	A series of events have taken place with a range of carers. Analysis has been completed with national and local data being applied. An understanding of the funding available has been completed. A draft set of priorities are captured in the 'mission', 'values', 'vision' and 'brand' themes which have been co-produced with carers and officers. Stage 2 will be to put these into action. The plan is to present the strategy to the Mayor in Cabinet in February 2017. This will ready by the end of the financial year.
	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	Delayed	50%	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 develop a broader approach to prevention so that it fits in with the integration agenda.
	Strengthen and promote practice which enables greater independence and choice for service users	Cath Scholefield (AS)	30/09/16	Completed	100%	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.
	Evaluate the Practice Framework and deliver improvements (how social care assessments are carried out) in adult social care	Cath Scholefield (AS)	31/12/16	On Target	50%	The Practice Framework is currently under review through a Practice Framework Working Group. This again 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.
	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	On Target	70%	Some elements of this plan have been carried out: Online social care information and advice has been updated, and work has been carried out to shift demand for information and advice away from the Assessment and Intervention team and onto Local Link. There have been delays with some aspects – particularly the production of new adult social care leaflets – due to awaiting sign-off on key messages and policy decisions. An Information Strategy Manager post is currently being recruited to. When in place, the post-holder will review and oversee the remainder of the Information Plan.
	Implement the Ethical Care Charter through our homecare contracts	Karen Sugars (AS)	31/12/16	On Target	60%	Full implementation of the Ethical Care Charter has been incorporated into the contractual requirements for the new home care contracts. These are on schedule to be awarded and commenced by the end of November 2016. Compliance with all aspects of the Charter, other than the requirement to introduce an Occupational Sick Pay scheme, is a requirement from contract commencement. Occupational Sick pay schemes must be in place by April 2017.

	Transform older peoples day opportunities and implement the Day Service Review	Karen Sugars (AS)	31/12/16	Delayed	50%	There has been a delay due to the issue around rents and Community Buildings. A paper to Cabinet is due to be presented in November. The service has covered the work but the procurement has not started as result of pending November's decision.
	Implement the new recovery model for mental health community services	Karen Sugars (AS)	31/12/16	On Target	50%	Contracts are being mobilised.
	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	Completed	70%	A draft LD Accommodation Plan has been written up and is going through the Corporate process. This was presented to MAB in Summer 2016 and the Learning Disabilities Partnership Board in December 2016 for feedback and sign off.
	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	On Target	70%	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 be form the basis of the new integrated model going forward.
	Develop initiatives to tackle loneliness and isolation among older people and vulnerable adults	Karen Sugars, Cath Scholefield (AS)	31/03/17	On Target	80%	Two pilot programmes have run in the last year (2015-2016). A report of findings is due early December. The pilot's findings will inform the work around the Community Development offer from Public Health. The two pilot initiatives are a) matching volunteers with care homes and b) participatory appraisal looking at Older People's perspectives on loneliness. The draft findings report is called ' Talking about Loneliness, Summary of findings from Community perspectives on loneliness in the over 50's in Tower Hamlets.'
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	On Target		The milestones are either on track or complete.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Adopt new partnership Substance Misuse Strategy 2016-19	(CLC)	31/07/16	Completed	100%	Strategy adopted at Council on 21st September 2016
	Integrate DAAT and DIP service areas	(CLC)	31/07/16	Delayed	60%	Staff restructure currently underway. Consultation has now ended. Outstanding concerns are being addressed with unions.
	Procure and implement new drug / alcohol treatment system	(CLC)	30/09/16	Delayed	90%	New services procured. Start date is 31st October 2016. Implementation plans in place and on track.
	Undertake research into safeguarding areas of concern including underrepresentation from some ethnic groups and low care home referrals	Kate Bingham (AS)	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.
	Deliver actions in 2016-19 Adult Safeguarding Strategy including awareness campaign on safeguarding	Kate Bingham (AS)	31/03/17	On Target	95%	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.
	Implement the recommendations across all agencies arising from the LGA Peer Review and SAR Action Plans	Luke Addams (AS)	31/03/17	On Target	70%	Overall feedback was positive with some suggested areas for improvement. The Action Plan has been updated monthly in collaboration with Adults Services Directorate PSMT. The latest version will be presented to DMT in September.
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	On Target	45%	Some of the milestones are either on track or delayed.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	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%	The 'Time to Change' pledge has been signed, an event was held in the spring, another was held for World Suicide Prevention Day in September and a further event was held to promote 'World Mental Health Day' on 10th October. HR are now working on some wellbeing initiatives.

	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	Delayed	50%	An initial Employers Forum meeting had good engagement. As part of the promote World Mental Health Day, a questionnaire is ready to be sent to a Forum members and website page is being prepared. A 'next steps' meeting is planned in November and to include a discussion how this links with Healthy Workplace Charter.
	Strengthen local initiatives to develop emotional resilience and provide advocacy for people with mental health problems	Somen Banerjee (AS)	31/12/16	On Target	50%	The Flourishing Minds Project, working to improve mental resilience and address stigma in 3 groups (Somali women; NEETS; male offenders) is progressing well. The deadline for completion has been extended to 28/02/16. Ongoing action to improve emotional resilience is being considered as part of future business cases within Public Health. The Council and the CCG are undertaking a joint project to develop outcomes based commissioning. A shared outcomes framework for children and young people's mental health was agreed in May 2015 and the project is currently developing outcomes measures and systematically reviewing the scope for introducing these to existing contracts. The CAMHS Transformation Plan has been developed and will be refreshed for the end of October 2016. As part of this project, a survey of schools' views was undertaken at the end of last year. Tower Hamlets will be a pilot area for a national training programme to develop and improve the links between schools and specialist CAMHS, when this is formally announced later this year.
	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	On Target	25%	A stocktake has been carried out mapping existing activity against best practice. LBTH is working alongside the CCG and East London Foundation Trust in order to take this forward. -
	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	On Target	25%	Mental Health Impact Assessments are not yet developed - the plan is that these will be done as part of a wider Health Impact Assessment which is proposed within the Health and Wellbeing Strategy.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
1.4e	Improve participation in sport, and other health promoting activities, at a community level	Cabinet Member for Culture	31/03/17	On target	60%	
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Develop a programme of sports participation for the most inactive residents to further integrate sports development and the public health agenda	Shazia Hussain (CLC)	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.
	Develop a Sport & Physical Activity Strategy and consult on the draft Open Space Strategy	Shazia Hussain (CLC)	30/09/16	Delayed	35%	Market researchers have been appointed and will carry out representative surveying during the autumn. The findings will inform the strategy. This will be complemented by focus groups. Sport & Physical Activity Strategy: Discussions continue with Sport England on the scope of the strategy and a range of other strategies required as part of the evidence base for the new Local Plan. Core elements of the evidence base have been prioritised in line with corporate priorities to develop a new Local Plan. Discussions with Sport England are coming to an end and work will commence on the strategy shortly. The development of the strategy is expected to be substantially complete by March 2016 with adoption following in the spring/summer.
	Support the delivery of a feasibility study for a Lido in Victoria Park	Shazia Hussain (CLC)	31/12/16	On target	60%	Specification brief for Lido development produced. GLL are currently producing an options appraisal for the development of a lido in the Victoria Park for Council Review.

	Complete the leisure related schemes including those in the 2016/17 capital programme or funded by S106/budget	Shazia Hussain (CLC)	31/03/17	On target	95%	Mile End Gym Extension and changing room refurbishments to Tiller and John Orwell Sports Centre started on 27th June and are near completion, which is estimated be in early October. Following consultation with GLL and the borough's hockey clubs, Mile End Stadium Artificial turf resurfacing has been moved to May 2017 to prevent disruption to the local hockey clubs during the playing season.
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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	On Target	50%	Work has been underway with JCP, Poplar Harca and internal partners, including Central Benefits, Troubled Families and Children's Centres. Several joint events have been held to specifically register and support those affected by the Benefit Cap. To-date THES has registered 72 new Benefit Cap clients and Poplar Harca @ 69. This works continues. Research in systems dynamics and systems modelling is currently underway with the aim of identifying what impacts affordable childcare has on local jobseekers and the target groups affected (single parents and women in particular). In addition, work to merge relevant data-sets to enable horizon scanning and modelling is being done.
Milestone		Lead Officer	Deadline	Status	% Comp	Comments
	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.
	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 (D&R)	31/08/16	Delayed	75%	The council has commissioned three leading experts in systems dynamics and systems modelling who are undertaking research to identify what impacts a lack of affordable childcare has on local jobseekers and the target groups affected (single parents and women in particular). Initial findings include availability of external subsidy and models for commercial delivery which could support more of the target group into work. The model aims to demonstrate how supporting people into work can effect a marked improvement in their life chances as well as costing less to both national and local exchequers. The Cabinet Member for Work and Economic Growth hosted a round table discussion in November 16 with external agencies and other Cabinet colleagues to introduce the complexity of the work and discuss the options. This cost/benefit analysis will form part of the rationale for the developing Integrated Employment Service. This is an ongoing piece of research/modelling which will give its first evaluations early in the new year.
	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 (LPG)	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.
	Develop options for welfare support schemes including Discretionary Housing Payments and Crisis Loans	Steve Hill (RES)	31/10/16	On Target	80%	A draft Local Welfare Support scheme has been developed which includes the Crisis and Support scheme any links to the Discretionary Housing Payments scheme.
	Implement approved CTRS scheme	Steve Hill (RES)	31/03/17	On Target	50%	On target to deliver the approved scheme
	Implement approved welfare support schemes	Steve Hill (RES)	31/03/17	On Target	50%	On target to deliver the approved scheme
	Develop and deliver a renewed multi-agency approach through the Welfare Reform Task Group	Sharon Godman (LPG)	31/03/17	On Target	50%	A refreshed Corporate Strategy for Welfare Reform has been drafted and discussed by an officer group and due to go to CMT in January 2017.
	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	On Target	69%	86 percent of overall registrations for the employment service is from the BME community and 50.6 percent are from women (an increase of 3 percent compared to last year. Job Starts recorded via the employment and skills programmes for the BME community have increased by 5.6 percent to 88.8 percent and Job starts for women has increased by 5.5 percent to 41.7 percent compared to 2015-16.

Milestone	Lead Officer	Deadline	Status	% Comp	Comments	
Deliver the 'Women into Health and Childcare' programme	Andy Scott (D&R)	31/03/17	On Target	50%	This programme aims to support 100 women through training courses and placements. Programme updates by group cohorts are listed below: Cohort 1- 23 women have completed Cohort 2- DBS issues have delayed the start of this programme for 21 women, however the programme should start as soon as this issues is resolved. Hold up is at an external point. Cohort 3 - recruitment drive for 30 placements is provisionally set for 17th October with end of January 2017 as expected start date. Cohort - Start Jan 17 to recruit 26 to start April	
Implement new placement projects under 'Working Start' for disadvantaged groups	Andy Scott (D&R)	31/03/17	On Target	75%	Delivery began Sept 2015. To-date 6 cohorts have been recruited totalling 61 trainees having access to the scheme. All potential trainees are at least one year unemployed or economically inactive. Currently recruiting for the next cohort with 12 placements available and supporting apprenticeships routes for 5 young people.	
Deliver priorities on children leaving care - 10 leaving care internships	Andy Scott (D&R)	31/03/17	Completed	100%	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. May 2016 – October 2016, 8 traineeship placements (ongoing) July 2016 – September 2016, 13 internship placements Future planned: Jan 2017 – June 2017, 10 traineeship placements July 2017 – September 2017, 10 internship placements	
Deliver opportunity for people with disabilities - 20 pre-apprenticeship placements	Andy Scott (D&R)	31/03/17	On Target	50%	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. 10 pre-apprenticeship placements have started and a further 10 are planned to start by February 2017.	
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	On Target	50%	Although there has been some delay in achieving the milestones on time, these are on track and interdependently linked. An analysis of trends in overweight and obesity by ethnicity and gender has now been completed and incorporated into a JSNA factsheet on 'Healthy Weight in Children'; the next step is to use the findings to better target services to improve uptake and outcomes for black and Asian children. Initial work with two primary schools has now started to identify local assets and barriers relevant to maintaining a healthy weight; however work has been put on pause due to staffing capacity. This work has been re-prioritised for the new-year when the findings will be fed into an action plan to improve opportunities, accessibility and uptake for children and families in the Phase 2 primary schools and neighbourhood projects
Milestone	Lead Officer	Deadline	Status	% Comp	Comments	
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	Delayed	90%	The analysis has been done and is being incorporated into a JSNA factsheet on 'Healthy Weight in Children' and the equity analysis will also be presented to Tower Hamlets Equalities Steering Group in November.	

	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 Marnar & 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 it's 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 th September with key partners across the local authority which identified positive benefits of the approach but a need to clarify roles and methodology. This (roles and methodology) has now been clarified but there is more work needed to write up the methodology.
	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	20%	Some initial work has started with two new primary school neighbourhoods, Marion Richardson and Canon Barnett, but this work has been put on pause due to staffing capacity. This work has been re-prioritised and work to commence in the new year.
	Produce progress report on Phase 2 primary school neighbourhood pathfinders	Esther Trenchard-Mabere (AS)	31/03/17	On Target	0%	Progress report will be completed by 31/03/17.

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	On target	60%	The Council's programme of celebratory festivals and events are on track to be delivered by the end of the financial year.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Complete a sustainability review of the Council's arrangements for the events in parks programme	Shazia Hussain (CLC)	30/09/16	Completed	100%	Report on events in parks to go to Cabinet in Nov 2016
	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	Shazia Hussain (CLC)	31/03/17	On target	50%	Several events have been successfully delivered including Altab Ali Day, St Georges day, Boishakhi Mela, Black History Month brochure produced and distributed. Planning in place for Chinese New Year, HMD, Martyrs Day.
	Interfaith Week	Sharon Godman (LPG)	30/11/16	Completed	100%	Interfaith event on Faith & Health organised by the Tower Hamlets Council for Voluntary Services held on 16th November at the Mile End Ecology Pavilion. Event secured approximately 100 attendees with speakers from a range of faiths represented at the sessions. A pre- Interfaith week event exploring Faith & Cohesion was also held on 27th October with Cllr Shiria Khatun in attendance.
	International Day of Persons with Disability		31/12/16	On Target	90%	Three planned celebratory events have taken place attracting around 500 people with disabilities and their carers. The event to celebrate IDPD took place on 2nd December; the theme for the event was celebrating the unsung community heroes who have overcome barriers for disabled people and contributed to the arts, sports, education, work, training and travel. An evaluation of the event will be produced at the end of January 2017.
	LGBT History Month		28/02/17	On Target	30%	Contract with current provider for LGBT has been renewed for a second year. Draft programme of events building on the successes of the 2016 programme already in place.
	International Women's Week		31/03/17	On Target	30%	Contract with current provider has been renewed. Applications for organisations interested in delivering events will run from November to January with a final brochure of events publicised in February 2017 in time for the IWW events in March.
Priority Outcome 2: Creating and maintaining a vibrant, successful place						
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	Delayed	80%	Street cleanliness is monitored through the Veolia contract. Officers undertake street audits and work with the contract to provide a high standard of cleaning. The targeted campaign promoting 'Your Place, Your Space' is currently underway and 19 additional street sweepers and two waste vehicles have been deployed to assist in the sweeping and fly-tipping issues across the borough. The adoption of the Anti-Defacement Policy and the re-zoning levels of cleansing in the borough to reflect population growth and increases in footfall areas have been delayed while new contracts are being arranged. The Council has exceeded its targets for ensuring that the levels of street cleanliness relating to litter, graffiti and fly-posting are low.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Provide a statement of operational requirements of depot based services to inform the council's Asset Strategy	Roy Ormsby (CLC)	30/04/16	Completed	100%	
	Adopt and implement the Anti-Defacement Policy	Roy Ormsby (CLC)	30/09/16	Delayed	80%	The draft Policy has been written, this will form part of the wider waste and street cleansing strategy and related policies for decisions going forward to shape the new contracts.

	Develop and implement a targeted litter campaign promoting Your Place, Your Space	Roy Ormsby (CLC)	30/09/16	Completed	100%	The litter campaign is currently running.
	Re-zone levels of cleansing in the borough to reflect population growth and increases in footfall areas	Roy Ormsby (CLC)	30/09/16	Delayed	75%	This is being considered as part of the contract extension and will be regularly updated in readiness for the award of new contracts subject to members approval.
	Introduce 19 additional street sweepers and two waste vehicles to assist in the sweeping and fly-tipping issues across the borough	Roy Ormsby (CLC)	30/09/16	Completed	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	On target	50%	A report was approved by Cabinet on 4th October to extend the contract. This will enable Officers to redesign the service and make it fit for future delivery from April 2020. Officers meet regularly with Registered Providers to discuss opportunities to improve recycling, they will also be involved in a number of workshops to discuss waste minimisation, and how this can reduce cost for local residents. An education programme is in place to promote recycling, which will continue through the length of the contract.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Review residual waste and recycling provision by reviewing the Council's current policies and service standards	Roy Ormsby (CLC)	31/05/16	Delayed	50%	As above
	Procure the Waste Disposal contract and interim recycling contract	Roy Ormsby (CLC)	31/08/16	Delayed	50%	As above
	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 (CLC)	31/03/17	On Target	50%	This is an ongoing process and discussions are being held regarding the development of a new policy to meet the needs of any new contract.
	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 (CLC)	31/03/17	On Target	50%	As 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	On target	70%	With the approval from Cabinet, significant development has taken place to reduce the impact of traffic on those that work and live in the Borough and all scheduled works for the remainder of the year are on target. Work will continue to review road safety and ongoing traffic calming measures in addition to raising awareness and education programmes.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Review the impact of the experimental 20 mph limit and further traffic calming to promote safer driving	Roy Ormsby (CLC)	30/11/16	Completed	100%	A report was presented to Cabinet in September 2016 summarises the key findings of the review of the experimental scheme introduced in April 2015. The Mayor agreed that the 20mph speed limit Experimental Order was made permanent and that further work continue to review road safety throughout the borough.
	Complete the development of parking policy based upon the findings of the review of current parking policies	Roy Ormsby (CLC)	31/03/17	Completed	100%	Parking, Mobility & Transport Services conducted a full review of all existing parking and mobility policies in order to ensure that services provided are open, transparent, fair and consistent, and that they support the Mayor's and the Council's transport priorities and plans. Cabinet approved a range of proposals on 26 July 2016; most have now been implemented except those where system development work and/or stakeholder engagement are involved. Implementation of the last of remaining policies is expected by September 2017.
	Implement the Borough Cycling Strategy including new and improved cycle routes and parking facilities	Roy Ormsby (CLC)	31/03/17	On target	50%	The Borough Cycling Strategy was approved by Cabinet in January 2016 and implementation of works have commenced including: <ul style="list-style-type: none"> • During 2016-17 to date, a total of 40 on-street cycle parking and 69 secure residential cycle parking spaces installed. • Consultation completed on Quietway6 Bancroft Road-Hepscott Road and underway for Greenway-Jodrell Road cycle route along Wick Lane. Construction for Quietway6 to begin during January-March 2017. • 4 on-street bike hangars installed. Further works on both cycle parking and new cycle routes remain on target for this financial year. The cycling strategy sets out our long term vision works will continue in the forthcoming years.
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	On Target	53%	Work is underway to prepare a new Local Plan which will comprise detailed policies and site allocations to manage development and the deliver supporting infrastructure. Once consultations under Regulation 18 complete, the new Local Plan will then be subject to a final statutory consultation in accordance with Regulation 19. 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. The OAPF SPG timetable is currently running behind schedule, LBTH is not in control of the timetable but will input once the document is produced. This could be into 17/18 now.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
	Comment on the initial draft of the Greater London Authority (GLA) Isle of Dogs and South Poplar Opportunity Area Planning Framework (OAPF)	Owen Whalley (D&R)	31/05/16	Delayed	50%	GLA have reconfigured this initiative and while they have not produced a final consultation version the Borough has been actively involved in its preparation, evidence basing work. The Borough is not in control of the draft date but anticipate sometime in Q3 or Q4.
	Implement the Infrastructure Delivery Framework to ensure the effective delivery of local infrastructure	Owen Whalley (D&R)	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.
	Provide representations on behalf of the Council to OAPF consultation	Owen Whalley (D&R)	31/07/16	Delayed	0%	As above. OAPF formal consultation draft not yet provided.
	Complete review of existing planning policies to ensure development delivers local priorities	Owen Whalley (D&R)	31/08/16	Completed	100%	New Local Plan drafting process now accommodating up to date evidence basing including performance of existing planning policies.
	Approve Flood Plan and commence implementation	Roy Ormsby (CLC)	30/09/16	Completed	100%	
	Develop and implement a process for engaging local people on the CIL Neighbourhood Portion	Owen Whalley (D&R)	30/09/16	Delayed	75%	The process for CIL Neighbourhood Portion will require approval by the IDF governance structure. Given the delay to the approval of the governance processes for the IDF until September 2016, approval of the CIL Neighbourhood Portion process will be delayed until December 2016.
	Complete investigation into requiring developers to publish Planning Viability Assessments in accordance with Mayoral Transparency Agenda	Owen Whalley (D&R)	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.
	Consult on the draft Local Plan under Regulation 18	Owen Whalley (D&R)	30/11/16	On Target	80%	The Draft Plan was considered at November Cabinet. Cabinet approved publication of the Tower Hamlets Draft Local Plan 2031: Managing Growth and Sharing Benefits for public consultation from 11 November 2016 to 2 January 2017
	Publish the Proposed Submission Draft Local Plan under Regulation 19	Owen Whalley (D&R)	31/03/17	On Target	0%	Once consultations under regulation 18 complete, the Local Plan will then be subject to a final statutory consultation in accordance with Regulation 19, after which this will submitted to the Secretary of State for independent examination. This milestone is, as far as can be assessed at this time, on track. The publication target is May 17.
	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 (D&R)	31/03/17	On Target	25%	Consultants have been appointed to renew the supporting evidence base. This will provide the basis for setting a Draft Charging Schedule.
	Prepare Council's final input to OAPF SPG before it is finalised	Owen Whalley (D&R)	31/03/17	Delayed	0%	The OAPF SPG timetable is currently running behind schedule, LBTH is not in control of the timetable but will input once the document is produced. This could be into 17/18 now.
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	On Target	69%	The draft Climate Change Mitigation and Adaptation Strategy is on track for Cabinet consideration in Jan 17. Two energy switching have completed with a 3rd proposed for early 2017. The last auction achieved an average saving per household of £214. 10 council buildings have been identified for energy efficiency improvement works, and a programme of works has been agreed. Q2 marks the end of the second year of the Local Biodiversity Action Plan and work on the annual report will start shortly.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments

Review and refresh all current environmental strategies and action plans and develop the boroughs Climate Change Mitigation and Adaptation Strategy	Mark Baigent (D&R)	30/09/16	Completed	100%	Draft Climate Change Mitigation and Adaptation Strategy completed. Initially scheduled for Cabinet consideration in October, although now postponed to Jan 17 Cabinet.
Progress the Carbon Reduction Plan for Council buildings and implement projects to reduce costs	Mark Baigent (D&R)	31/12/16	On Target	50%	10 council buildings have been identified for energy efficiency improvements, 2 of the larger buildings have had a detailed survey and for the remaining buildings we are relying on current condition/maintenance surveys. A programme to carry out energy efficiency improvements to these buildings have been agreed with asset management. The projects would be financed from the carbon fund.
Develop a grant funded scheme through the Carbon Fund to deliver community based energy and carbon reduction projects	Mark Baigent (D&R)	31/12/16	On Target	50%	Carbon reduction programme being finalised with process to be agreed with Commissioners anticipated for the 20th December 2016.
Continue with the fuel switching scheme and deliver home energy efficiency projects	Mark Baigent (D&R)	31/03/17	On Target	65%	Two energy switching auctions completed, the last of which achieved an average saving per household of £214. A third auction is proposed for early 2017. WARMTH home energy reduction programme being delivered and completion due March 2017.
Implement the council's biodiversity strategy and deliver year 2 of the action plan	Mark Baigent (D&R)	31/03/17	On Target	80%	Q2 marks the end of the second year of the LBAP and work on the annual report will start shortly. Projects completed during Q2 include: 1. Thames21 -installed 190 metres of reed beds in the Lea Navigation by Bow Flyover and Bow Tesco store. 2. Volunteers planted lots of nectar-rich flowers in the new courtyard at Mudchute to support bees and other pollinating insects. 3. Trees for Cities and EastendHomes planted a new wildlife-friendly community garden on the St George's Estate.

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	On Target	53%	An end of year delivery of 1365 units is predicted, which is at the higher end of our target range. Delivery will mostly be in Q3 and Q4, as usual. The proportion of affordable family housing delivered so far in Q1 & Q2 is 37% of the total delivered.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
	Produce overarching Housing Strategy and action plan for all tenures	Mark Baigent (D&R)	31/10/16	Delayed	80%	Housing Strategy went to Cabinet on 1st November 2016 and for adoption by full Council on 5th December 2016.
	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	On Target	70%	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. This is leading to improved practice with better preparation and planning through strengthened collaboration between the Housing and Social care services.
	Deliver commitment to build new Council homes	Mark Baigent (D&R)	31/03/17	On Target	40%	Watts Grove - site 148 units on schedule for PC April 17; Planning applications now made for 160 units at Locksley, Baroness, Jubilee & Arnold Rd. Planning applications being prepared for another 110 units at Tent St & Hereford for Q3. We are on track to meet the Mayor's commitment of 1,000 new Council homes.
	Increase the availability of affordable housing including family sized housing	Mark Baigent (D&R)	31/03/17	On Target	50%	New affordable homes in Q1 were 11% and Q2 10% of the total expected for 2016-17, but schemes never complete evenly over the year. The end of year estimate (1365 units) is at the higher end of our target range. Family units over Q1 & Q2 represent 50% of all rented units, which is over the 45% policy target.
	Work with Registered Providers and Planning to deliver 'affordable' housing that is affordable to local people	Mark Baigent (D&R)	31/03/17	On Target	50%	55% of rented units this quarter were for Social Rents, but RPs and developers continue to cooperate in using the borough's recommended levels of Affordable Rents.
	Reduce numbers on the accessible housing register matching clients with new bespoke adapted affordable homes for disabled people on P120	Mark Baigent (D&R)	31/03/17	On Target	50%	Wheelchair units in Q2 were just over 10% of the total units delivered and 15% of the rented units, exceeding the target. We aim to do an end of year reconciliation of the %age of these homes that are allocated to P120 clients. Tenancies lag behind completions, so end of quarter monitoring by Lettings team is not possible.
	Progress recommendations of the Affordability Commission	Mark Baigent (D&R)	31/03/17	On Target	80%	Recommendations adopted within Housing Strategy by Full Council on 5th December 2016.
	Lobby for stronger powers against overseas buyers leaving their properties empty	Mark Baigent (D&R)	31/03/17	Delayed	0%	GLA are leading a review and LBTH will contribute to the evidence base and policy discussion.
	Support delivery of partner RSLs regeneration programmes, where appropriate, through deployment of CPO powers to assist their land assembly	Mark Baigent (D&R)	31/03/17	On Target	25%	CPOs made for Burdett & Aberfeldy in Q1. For Aberfeldy a Public Inquiry has been called, the outcome of which will . Preparatory work in liaison with Poplar HARCA continues to for the making of Orders for Bow Bridge estates in 2016/17. Initial discussions also in progress for potential CPO for Chrisp Street Market area to be made subject to necessary approvals.
	Manage and deliver transformational regeneration of the council's own housing estates (Ocean Estate and Blackwall Reach)	Mark Baigent (D&R)	31/03/17	On Target	50%	Ocean - Work continues on Site H, foundations in phases A & B are laid and Phase A is now up to 1 storey in height. Blackwall Reach - Housing Office now operational in Phase 1a; Preparations being made for Phase 1b Start on Site; Reserved Matters planning approval in place for Phase 2.
	Review the HRA Medium Term Financial strategy and 30 year business plan following Government legislative changes	Mark Baigent (D&R)	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.
	Assess alternative housing delivery vehicles to maximise the number of affordable homes, part funded through right-to-buy receipts going forward	Mark Baigent (D&R)	31/03/17	On Target	25%	Proposals have been presented to the Mayor and new potential models of delivery are still being explored.

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	On Target	36%	Both the Business Plan and Service Improvement Plan are being implemented by THH. LBTH oversees the delivery of both plans through the client regime. THH reports progress principally to Bi-monthly meetings, Capital Board, Major Projects Board, and Mayor's Housing meeting.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
	Procure Capital Delivery Framework	Mark Baigent (D&R)	31/12/16	On Target	25%	Preparatory work completed.
	Deliver the agreed 16/17 Major Works programme	Mark Baigent (D&R)	31/03/17	On Target	25%	2016/17 works scoped and surveyed. Currently, concluding remnants of works brought forward from previous years.
	Support THH to deliver its Business Plan and Service Improvement plan	Mark Baigent (D&R)	31/03/17	On Target	50%	Both the Business Plan and Service Improvement Plan are being implemented by THH. LBTH oversees the delivery of both plans through the client regime. THH reports progress principally to Bi-monthly meetings, Capital Board, Major Projects Board, and Mayor's Housing meeting.
	Develop effective responses to the Government's new housing agenda	Mark Baigent (D&R)	31/03/17	On Target	50%	Initial responses completed. Currently awaiting regulations arising from the Act which will require further consideration/action
	Develop and establish a new leasehold engagement model	Mark Baigent (D&R)	31/03/17	On Target	30%	Improving services accorded to leaseholders is a key council objective. THH through the transformation agenda aim to enhance avenues for leasehold engagement, communication, and to refocus services rendered to leaseholders generally. The council recently agreed an extended payment support options for leaseholders in respect for the major/DHs works bills. The policy has been well received.
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	On Target	75%	Private sector policy to be recommended for adoption by Full Council and taken forward within Housing Strategy action plan on 16th November. Landlord Licensing scheme in west of Borough went live on 1st October 2016.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
	Develop options to establish a not for profit lettings agency to improve standards for private renters	Mark Baigent (D&R)	30/09/16	Completed	100%	Report is now complete and Members will be briefed on the recommendations of the report.
	Introduce the landlord licensing scheme in key wards and investigate the need for additional HMO licensing pending Central Government's review	(CLC)	31/10/16	Completed	100%	The scheme launched on the 13th September 2016
	Deliver an efficient Disabled Facilities Grants and Adaptation programme in line with established service standards	Mark Baigent (D&R)	31/03/17	On Target	50%	Responsive DFG service established and in place.
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	On Target	87%	A Section 106 Design Guide that will inform developing partners of the minimum standards the borough requires on Section 106 affordable units has been drafted and is currently going through the various consultation structures. The TH Residents Scrutiny Forum now have a rep on the Housing Scrutiny Sub Committee. The Forum is exploring new ways of operating given the low numbers of residents currently involved.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
	Review performance and challenge underperforming Registered Providers	Mark Baigent (D&R)	31/03/17	On Target	90%	End of year performance report has been completed. Quarter 1 report also completed. The reports have been submitted to various Senior Management meetings and MAB. The information was considered as an agenda item at the Housing Scrutiny Sub Committee meeting on 10 October 2016. It was agreed by the Council and THHF Executive in November 2016 not to hold PMF reviews with several RPs re. 2015/16 to discuss engagement and performance issues. Performance matters are discussed elsewhere now at various forums and engagement will be dealt with by alternative methods going forward.

	Oversee the work of Tower Hamlets Housing Forum Executive and its subgroups, ensuring Council priorities are captured	Mark Baigent (D&R)	31/03/17	On Target	85%	Attendance at the THHF Executive forum and the 8 associated sub groups is ongoing. 3/4 of the sub Group Action plans have been completed, the implementation of which is monitored by the Partnership Officers
	Agree a charter with RPs to capture priority standards	Mark Baigent (D&R)	31/03/17	On Target	85%	The Tower Hamlets Housing Covenant has been drafted in consultation with THHF Exec reps. RPs have been formally consulted on its contents at the THHF Executive Forum. The Covenant was officially launched at the TH Housing Strategy Conference in 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	On Target	75%	Temporary accommodation numbers have slightly increased since March 16, due to a reduction in the number of permanent offers being made to homeless households, rather than an increase in the number of homeless acceptances. However the total number of placements in B&B have since March 16 reduced by 30%; with a 66% reduction in the number of families in B&B. The Council has also achieved a 100% reduction in the number of families placed in B&B >6 weeks. 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.
	Milestone	Lead Officer	Deadline	Status	% Comp	Q2 Comments
	Ensure good quality housing advice and services are provided to tenants, leaseholders, residents and homeless households	Mark Baigent (D&R)	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.
	Reduce the numbers of homeless families in temporary accommodation and limit the numbers of homeless families in B&B accommodation	Mark Baigent (D&R)	31/03/17	On Target	50%	Total numbers in TA have increased by 2% since 31 March 2016; with a 3% increase of homeless households to whom the Council owes a statutory duty. The reason for the increase in numbers in temporary accommodation is due to a reduction in the number of permanent offers being made to homeless households, rather than an increase in the number of homeless acceptances. However the total number of placements in B&B have, in the same period, reduced by 30%; with a 66% reduction in the number of families in B&B. Year on year there has been an 86% reduction in the number of families in B&B and a 48% reduction in the total numbers (including adult-only households) in B&B in the same period. There has been a 100% reduction in the number of families placed in B&B >6 weeks. Sustaining this improvement is dependent on the Council being able to continue to procure sufficient self-contained accommodation to meet demand. This will become ever more challenging if the number of households to whom a homeless duty is accepted continues to exceed the number of permanent offers to homeless households in temporary accommodation. The situation is expected to become more acute with an anticipated increase in homelessness demand when the overall benefit cap is reduced in November 2016 and the full roll-out of Universal Credit begins in February 2017.
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	On target	80%	The Council has several initiatives which aim to reduce crime in the borough. These include funding 5 additional PC's and 1 Police Sergeant and the Tower Hamlets Enforcement Officers (THEOs). THEOs actively patrol crime and ASB hotspots in the borough in partnership with other agencies dealing with low level disorder and ASB including environmental crime. This allows Police Officers to deal with high priority crimes in the borough. In addition, a programme of Community Safety Ward Walkabouts and Ward Surgeries is in operation, investigating ward and community priorities and allocate actions which form a partnership action plan for key partners and the ward to address. The delayed milestone in this activity relates to the ASB Strategy; the specification has been drafted and a consultant has been recruited to develop the strategy.

	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Develop a Council ASB Strategy	Andy Bamber (CLC)	31/08/16	Delayed	50%	Specification drafted and consultant has been recruited to develop the strategy.
	Commence work to assess unreported Domestic Violence within the Somali community [Somali Task Force]	Andy Bamber (CLC)	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.
	Complete a review of the Council policies relating to CCTV	Andy Bamber (CLC)	31/03/17	On target	80%	The audit is in progress; an initial meeting has taken place and the auditors have agreed a visit date in the new year to return to further look at processes, documents and meet some other members from the CCTV team. A full report is due by the end of the financial year.
	Deliver the Partnership Community Safety Plan with our partners	Andy Bamber (CLC)	31/03/17	On target	90%	The CSP continues to work as a partnership to deliver activity against the current CSP Plan priorities until it expires on 31.03.17. The CSP has just produced its Strategic Assessment and conducted a public consultation. The findings from both documents will be used to decide the New CSP Plan priorities and the plan will be written based on them and be ready for 1st April 2017.
	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	Andy Bamber (CLC)	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	On target	80%	Tasking through ASB ops, two pilot projects in operation through ASB Police Team and THH Pilot working across Housing, SNT and THEOS.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Increase the number of THEOs and response rates to ASB	Andy Bamber (CLC)	30/06/16	Delayed	10%	A Council wide enforcement review is taking place. This will inform any future decisions on staffing structures.
	Target resources to reduce crime and tackle ASB through partnership tasking meetings	Andy Bamber (CLC)	31/10/16	Completed	100%	These take place each fortnight and also include tasking of the PTF's and new ASB Police pilot team.
	Develop further integrated working between Safer Communities ASB Team and Housing	Andy Bamber (CLC)	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.
	Improve the responsiveness and visibility of local ASB services through improved response noise services	Andy Bamber (CLC)	31/03/17	On target	50%	Funding is being used to support the Noise Team on a temporary basis, with an additional Environmental Health Officer, whilst an anti-social behaviour review is undertaken.
	Consult on the introduction of a late night levy and report back to the Executive	Andy Bamber (CLC)	31/03/17	On target	90%	Consultation completed, report on the forward plan, due to be before Cabinet on 19/1/17 for consideration.
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.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments

	Use the Police Task Force to target areas blighted by street prostitution	Andy Bamber (CLC)	31/05/16	Completed	100%	Police Task Force has been targeting key areas 4 shifts per quarter.
	Deliver the partnership 'Violence Against Women and Girls' (VAWG) programme	Andy Bamber (CLC)	31/07/16	Completed	100%	
	Complete and sign off the VAWG Strategy and action plan for 2016-19	Andy Bamber (CLC)	31/10/16	Completed	100%	Completed and approved by Cabinet in October.
2.4 Engaged, resilient and cohesive communities						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4a	Engage and communicate effectively with local people	Executive Mayor	31/03/17	Delayed	80%	Research has taken place into a range of partnership models and an initial meeting with the Partnership Executive has taken place which established the desire for a Partnership Executive in Tower Hamlets.
Milestone		Lead Officer	Deadline	Status	% Comp	Comments
	Develop new communication model to respond to the communications review and changes to East End Life	Andreas Christophorou (LPG)	18/05/16	Completed	100%	Campaigns model of communication agreed by CMT. Comms service currently undergoing restructure to support implementation of this new approach.
	Deliver the actions within the Best Value Communications Plan	Andreas Christophorou (LPG)	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.
	Develop a Community Engagement Strategy and Delivery Plan	Sharon Godman (LPG)	30/06/16	Overdue	75%	A draft Community Engagement Strategy and delivery plan has been developed. Extensive consultation and engagement with the public, partner agencies and members has taken place in the form of focus groups, online surveys, interviews and workshops.
	Map and review the mechanisms for the community to engage in decision making and policy development	Sharon Godman (LPG)	30/09/16	Delayed	90%	We have worked with services to identify and document the ways in which the Council is currently engaging the community. The draft Community Engagement Strategy identifies sets out the future mechanisms for engagement
	Develop the local ward forum arrangements in line with the Partnership review	Sharon Godman (LPG)	31/10/16	Delayed	30%	Research has taken place into a range of partnership models and an initial meeting with the Partnership Executive has taken place which established the desire for a Partnership Executive in Tower Hamlets.
	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	On Target	75%	All Looked After Children and Care Leavers have access to the newly commissioned Children's Rights Service provided by the Children's Society. Key messages from complaints is now being fed back through team meetings to further develop a client centred culture. This service provides advocacy and 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. Key messages are fed back through team meetings to develop a young person's centred approach. 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.
	Deliver the Communications Strategy	Andreas Christophorou (LPG)	31/03/17	On Target	50%	The communications strategy for 16/17 has been developed and a new approach to campaigns, using the ROSIE model, is now being used. The service continues to deliver campaigns and wider communications activities in line with the plans set out in the strategy and will also be developing the communications strategy for 2017/18.
	Implement programme of Mayoral engagement and assemblies	Andreas Christophorou (LPG)	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	Overdue	45%	There have been delays in developing an outcomes based approach to commissioning. The commissioning framework will be completed by 2018/19.
Milestone		Lead Officer	Deadline	Status	% Comp	Comments
	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.

	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	Overdue	50%	Theme 5 (MSG) co-production pilot has commenced. Lessons learned will be used for future outcomes based commissioning and included within the VCS strategy. This action has now been incorporated in the VCS Action Plan which sets out the need to devise an outcomes based commissioning framework based on Community and Strategic Plan priorities - this is to be completed by Year 3 (2018/19) and will be reflected as such in the 2017/18 Strategic Plan.
	Map need and provide a needs assessment which helps businesses to focus their investment and CSR activity	Steve Hill (RES)	30/09/16	Overdue	0%	This action is to be completed jointly with THCVS and is an agreed action in the VCS strategy Action Plan to be implemented in 2017/18 and will be reflected as such in the 2017/18 Strategic Plan.
	Complete year 1 actions from the Voluntary and Community Sector Strategy Delivery Plan	Steve Hill (RES)	31/03/17	On Target	20%	A Delivery Group consisting of key VCS organisations, the CVS and Council officers is meeting quarterly to deliver Year 1 Actions from the VCS Action Plan. Work is progressing well on devising a new compact and realigning and restructuring relevant Council internal resources including staff to better support delivery of the strategy.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
2.4c	Co-produce services with local residents	Executive Mayor	31/03/17	Overdue	25%	The VCS Strategy was approved in May 2016, the action to co-produce services has been included in the strategy action plan to be delivered in partnership with THCVS. The work is being done on a phase basis over the 3 years of the strategy period to March 2019.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Produce a detailed model and guidance for increasing co-production of local services including a transition plan	Zena Cooke (RES)	31/10/16	Overdue	0%	This action is to be completed jointly with THCVS and is an agreed action in the VCS strategy Action Plan to be implemented in 2017/18.
	Work with services to review key strategies and policies to reflect greater co-production	Sharon Godman (LPG)	31/03/17	On Target	0%	We will undertake this work as and when required by the VCS Strategy Delivery Group in accordance with their delivery timetable.
	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	Overdue	0%	Theme 5 (MSG) co-production pilot has commenced. Lessons learned will be used for future outcomes based commissioning and included within the VCS strategy. This action has now been incorporated in the VCS Action Plan which sets out the need to devise an outcomes based commissioning framework based on Community and Strategic Plan priorities - this is to be completed by Year 3 (2018/19) and will be reflected as such in the 2017/18 Strategic Plan.
	Develop 5 pocket parks with the local community and public health services	Shazia Hussain (CLC)	31/03/17	On target	70%	Sites identified and the funding has secured through S106 monies.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
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	On Target	70%	Although there have been some initial delays in the work towards the milestones under this activity, it is anticipated that all milestones will be achieved by the end of March 2017.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Develop a project plan for s106 related pilot community cohesion projects	Sharon Godman (LPG)	30/06/16	Delayed	70%	Delays to the recruitment of a Project Manager have held back progress against this target. Work is currently being progressed to finalise a project plan and finalise a project steering group to oversee the progress of this piece of work. A final specification for commissioning this service is expected to be produced by the end of January 2017.
	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.
	Community Equalities Forums develop action plans to address issues raised and work with partners to deliver them	Sharon Godman (LPG)	30/09/16	Delayed	90%	Local Voices has an action plan. New Residents and Refugees Forum (NRRF) and Tower Hamlets LGBT Community Forum have both made recommendations, which they are working with partners to deliver. These have yet to be formalised into action plans but this will be complete by the end of March 2017. Tower Hamlets Interfaith Forum (THIFF) is an independent body and therefore is not considered to be included as part of this milestone.
	Bring together key stakeholders to develop and deliver a cohesion action plan to strengthen community cohesion in the borough	Sharon Godman (LPG)	31/03/17	On Target	30%	A Cohesion Working Group has been formed chaired by the Deputy Mayor and Cabinet Member for Community Safety. The forum which brings together partners in the statutory and voluntary sector is being used as a platform to map the range of cohesion activities being delivered and develop an action plan to ensure activities are better co-ordinated amongst partners.

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	On Target	80%	Delivery Plan in place and signed off by the Prevent Board for 2016-17
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Bid for funded projects via the Home Office	(CLC)	31/07/16	Completed	100%	Bidding complete and 5 projects funded for 2016-17
	Complete a local Prevent Delivery Action Plan based on funded projects and signed off by the Prevent Board	(CLC)	31/08/16	Completed	100%	Completed and signed off
	Complete an annual review of activity and the action plan with outcomes achieved	(CLC)	31/03/17	On target	50%	At the each of each year the action plan is updated and shared with the prevent Board as was the case for 2015-16. The annual review for this year will take place in Q1 of 2017-18 once all the projects have completed and the years activity carried out.
	Establish a cross borough forum to address radicalism	(CLC)	31/03/17	On target	50%	Initial meetings were held with Islington to date and a letter requesting other boroughs to engage also pursued. A broader round table discussion took place led through Lord Ahmed and the home office in regards to tackling Prevent. A broader London network is in place for Prevent Coordinator attended by Prevent coordinator which looks at best practice and a senior Board also meets quarterly and was attended by Head of Service.
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	On target	70%	
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Implement the renewed Idea Stores Strategy	Shazia Hussain (CLC)	31/10/16	Completed	100%	
	Further develop Idea Stores engagement, including delivery of employment and job brokerage services	Shazia Hussain (CLC)	31/03/17	On target	50%	Idea Stores host employment and brokerage services delivered by other providers such as JCP. There are an increased number of ESOL courses which have embedded employability, enabling learners at pre-entry and entry level to gain employment skills.
	Consult on the draft Leisure Facilities Strategy	Shazia Hussain (CLC)	31/10/16	On target	50%	Market researchers have been appointed and will carry out representative surveying during the autumn. The findings will inform the strategy.
	Deliver an annual Community Engagement Plan with the leisure provider GLL	Shazia Hussain (CLC)	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.
	Further develop the digital access offer and enhanced archiving proposals for the borough's history archives	Shazia Hussain (CLC)	31/03/17	On target	75%	The LHLA is now fully WiFi enabled. The catalogue is also fully on-line, including an enhanced digital picture gallery. Proposals for the further development of the archives are underway, with a feasibility study due to be commissioned in October 2016.
	Develop and deliver a communications programme on the council's core cultural offer	Shazia Hussain (CLC) Andreas Christophorou (LPG)	31/03/17	On target	70%	This work is part of the Council's Gold & Silver Campaign.

Enabling Objective: a transformed council, making best use of resources and with an outward looking culture						
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
E0a	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	On Target	50%	Delivery of activity led by Resources and D&R. All D&R activities within the Best Value Action plan are complete with the Community Buildings Report due for Cabinet consideration in December 16. The high level operational property review has been delayed, and is now awaiting key service plans and strategies to assess utilisation rates and other property related matters.
Milestone		Lead Officer	Deadline	Status	Status	Q2 Comments
	Deliver all activities within the Property Best Value Action Plan	Ann Sutcliffe (D&R)	31/05/16	Completed	100%	The Community Buildings Report was considered by Cabinet at their meeting on 1 November.
	Undertake a high level operational property review	Ann Sutcliffe (D&R)	30/09/16	Delayed	50%	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 have not received key strategies and service delivery plans which allow an assessment to be made of utilisation rates and other property-related matters. Permanent appointments have now been made and this work should progress, with an aim to complete by year-end.
	Undertake a detailed review of the top 20% of the poorest performing buildings (arising from the high level operational property review)	Ann Sutcliffe (D&R)	31/03/17	On Target	0%	This action relies on the completion of the high-level operational property review which has been delayed.
	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.
	Ensure a new central Procurement Service structure is in place, delivering compliance and efficient planned activity	Neville Murton (RES)	31/10/16	Overdue	50%	Recruitment to vacant posts underway and is scheduled to be completed by December 2016. A further review of the service as part of the Medium Term Financial Strategy process is also underway for delivery in 2017.
	Maximise income from local growth	Roger Jones (RES)	31/03/17	On Target	50%	Work on Council Tax has continued maximising the Council Tax Base return through empty homes reviews, SPD reviews and Student Exemption Fraud, and identifying new properties and reporting them to the Valuation Office Agency. This results in growth in the council taxbase giving both additional Council Tax income and maximising the New Homes Bonus claim for this year. Growth in business rates has plateaued in the second quarter as a number of assessments are taken out of the local list to make way for developments which will ultimately increase income when completed. Work continues on the Corporate Debt Projects to improve policies and processes in all areas.
Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
E0b	Ensure an organisational culture based on transparency, trust and effective relationships	Executive Mayor	31/03/17	On Target	80%	On target to be completed by the end of the year.
Milestone		Lead Officer	Deadline	Status	% Comp	Comments
	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 Steering Group.
	Develop an Action Plan to support improved working relationships informed by the SOLACE review	Melanie Clay (LPG)	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.
	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.
	Implement revised scrutiny arrangements to support improved transparency	Sharon Godman (LPG)	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.

	Undertake a review of Health and Safety governance	(CLC)	31/10/16	Completed	100%	Review concluded and reported to CMT in November.
	Deliver all activities within the Organisational Culture Best Value Action Plan	Melanie Clay (LPG)	31/12/16	On Target	80%	38 milestones in Organisational Culture Best Value Action Plan have already been completed. There are two outstanding which are being addressed through the Governance Review Working Group: <ul style="list-style-type: none"> Rebuilding elected member relationships – develop an action plan to respond to recommendations of the review and deliver and monitor the action plan Ensuring member and officer relations are appropriately conducted and constructive – an annual independently-commissioned review and report on officer/member grievances for review by HoPS and respective Group Leaders making recommendations specific to minimising instances of officer-member grievances.
	Report progress on implementing the findings of the Overview and Scrutiny Transparency Commission and the Mayor's Transparency Protocol	Melanie Clay (LPG)	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.
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	On Target	80%	
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Appoint an architect-led design team for the civic centre project	Ann Sutcliffe (D&R)	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.
	Develop a Resource Plan to fund transformation and the new Civic Centre	Neville Murton (RES)	30/06/16	Delayed	50%	Funding for the Corporate Programme Management Office (including Strategic Partner costs) for three years (to be reviewed annually) has been agreed. A separate reserve has been set aside to meet the cost of transformation programme over the next three years. The resource plan for the new Civic Centre is being developed and will be completed as part of the Medium Term Financial Strategy.
	Agree the business continuity plan for Mulberry Place	Ann Sutcliffe (D&R)	30/06/16	Completed	100%	Initial discussions have taken place with the landlord of Mulberry Place to secure a short-term extension of the current lease.
	Complete priority surveys for the old Royal London Hospital site	Ann Sutcliffe (D&R)	31/07/16	Completed	100%	All priority surveys have now been completed. A number of additional surveys are currently being carried out.
	Commence a corporate service Transformation Programme	Zena Cooke (RES)	31/08/16	Completed	100%	The corporate service transformation programme has commenced.
	Agree the procurement route for contractor partner (Civic Centre)	Ann Sutcliffe (D&R)	30/09/16	Completed	100%	A report will be submitted to Cabinet in January 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.
	Produce the council's MTFS including the budget for 2017/18	Neville Murton (RES)	10/01/17	On Target	80%	Updates to the Medium Term Financial Strategy (MTFS) were considered by the Mayor in Cabinet in September and October 2016. On target to produce revised MTFS and Budget 2017/18 for January 2017 Cabinet. The following component activities are underway and on target; <ul style="list-style-type: none"> Business Cases supporting the savings programme are being finalised Corporate Programme Management Office being formed and strategic partner in place Fees & Charges review underway Growth and Inflation requirements being reviewed 4 year funding settlement accepted and Efficiency plan developed
	Develop the strategic ICT partnership	Sean Green (RES)	31/03/17	On target	50%	An updated contract with the strategic ICT partner Agilisys was on the 18th July 2016. The partnership governance arrangements have been reviewed and revised and were fully implemented in July. Work to identify the investment strategy for ICT is being developed and will be finalised as part of the Medium Term Financial Strategy.
	Develop and implement the council's Digital Transformation Programme	Sean Green (RES)	31/03/17	On target	30%	The Council's Digital Transformation Programme is being developed with key digital projects being implemented, such as a corporate mobile field workers solution with PSI Mobile. The Corporate Transformation Programme will also drive the requirements for digital projects that support the Council's digital strategy.

Ref	Activity	Lead Member	Deadline	Status	% Comp	Comments
EOd	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.
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	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.
	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.
	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.
	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
	Nurture an outward looking culture, by asserting our place and relationships in London	Executive Mayor	31/03/17	On Target	70%	
	Milestone	Lead Officer	Deadline	Status	% Comp	Comments
	Work alongside other Central London authorities as part of the Area Based Skills Review	Shazia Hussain (CLC), Chris Holme (D&R)	30/06/16	Completed	100%	The final paper on the ACL review will be considered by the pan London group and then forwarded to London Area Review steering group in November.
	Collaborate with other London Boroughs and the GLA to develop new Programmes that addresses local needs	Chris Holme (D&R)	31/10/16	Completed	100%	The Economic Development unit will continue to deliver employment programmes as part of the East London Growth Boroughs ESF programme. TH has also finalised its alignment with Central London Forward (CLF) as part of the Area Based Review on Colleges and skills and on the "Working Capital" Work And Health project. Ongoing work will continue with CLF partnership /GLA proposals for devolution particularly around Employment and Skills.
	Report progress on the multi-borough Integrated Care Pioneer programme involving Newham and Waltham Forest	Luke Addams (AS)	31/03/17	On Target	60%	The Council has continued to participate in the Integrated Care Pioneer programme which is now called Transforming Services Together [TST] (care close to home). TST is currently being re-focused in the light of priorities of the Sustainability and Transformation Plan (STP), and its relationship to Tower Hamlets Together (THT) needs be clarified. However, it is expected to become the delivery arm of the STP. Amongst one of the areas of activity in which the Council has been involved end of life care.
	Review the Council's approach to sub-regional devolution and joint working with other London Boroughs	Sharon Godman (LPG)	31/03/17	On Target	50%	A Devolution Update report is being prepared to coincide with new announcements expected in the Chancellor's Autumn Statement regarding a new Devolution Deal for London.