



Meeting of the

OVERVIEW & SCRUTINY COMMITTEE

Thursday, 14 September 2017 at 6.30 p.m.

SUPPLEMENTAL AGENDA No. 2

	PAGE NUMBER	WARD(S) AFFECTED
7 .4 Best Value Improvement Plan Update	227 - 252	All Wards


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<p>Non-Executive Report of the:</p> <p>Overview and Scrutiny Committee</p> <p>14th September 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Will Tuckley, Chief Executive</p>	<p>Classification: [Unrestricted or Exempt]</p>
<p>Best Value Improvement Plan 2017-18 – April-Sept 2017 Update</p>	

Originating Officer(s)	Afazul Hoque, Interim Service Manager Strategy, Policy & Performance
Wards affected	All wards

Summary

This report provides an update on the Council’s Best Value Improvement Plan 2017-18 covering the period April-September 2017. The report builds on the June 2017 submission to the Secretary of State and details the continuous progress against the five areas of Communications, Property, Elections, Organisational Culture and Grants and the 26 actions found within the Improvement Plan.

The second quarterly update report is to be submitted on 29th September 2017.

Recommendations:

The Overview and Scrutiny Committee is recommended to:

- Consider and comment on the draft update reports attached as Appendix 1 and 2.

1. REASONS FOR THE DECISIONS

- 1.1 The Directions of March 2017 from the Secretary of State for Department of Communities & Local Government (DCLG) requires the Council to submit quarterly update reports. This report provides the second quarterly update report to be submitted on 29th September 2017.

2. ALTERNATIVE OPTIONS

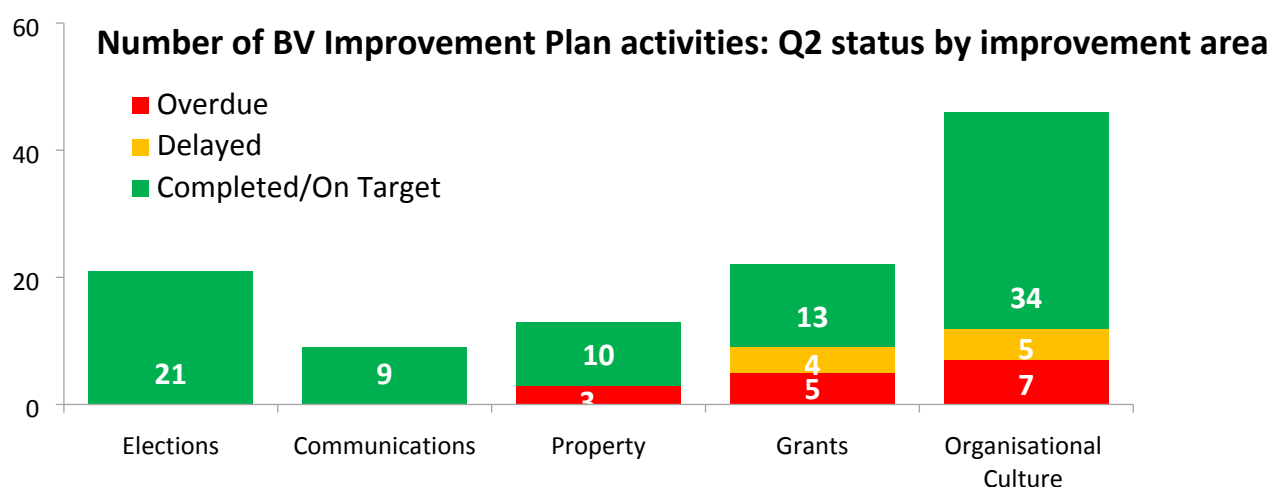
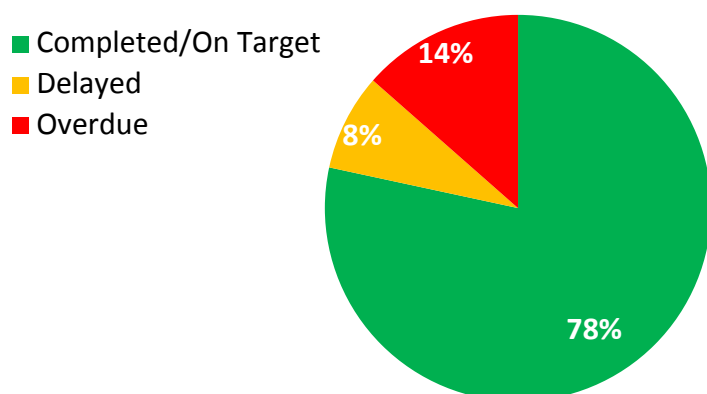
- 2.1 To take no action. This is not recommended as this update is required as part of the Directions from the Secretary of State for DCLG and is part of the organisation's overall commitment to improve and develop the work of the Council.

3. DETAILS OF REPORT

- 3.1 The Council as part of its final submission to the Secretary of State for DCLG submitted a Best Value Improvement Plan 17-18 and outlined proposals to set up a Best Value Improvement Board to drive sustainable improvement across the organisation by providing oversight, support and challenge. Following the Secretary of State revoking the previous Directions and the removal of the Commissioners involved in the governance of the Council, the Secretary of State issued new Directions which will be in force until 30th September 2018.
- 3.2 In line with the new Directions the Council has undertaken the following:
- Submission of quarterly reports on all outstanding actions in the Best Value Action Plan and Best Value Improvement Plan 2017-18 to the Secretary of State with the first update submitted in June 2017;
 - Set up a new Best Value Improvement Board, chaired by the Mayor, with cross party representation and external representatives to provide suitable challenge to improve all Council activities;
 - Developed proposals for an independent review of achievement against the Best Value Action Plan and Best Value Improvement Plan 2017-18. This will be undertaken with the LGA in the form of a Corporate Peer Review and is planned for June 2018.
- 3.3 The Best Value Improvement Plan 2017-18 has five key priority areas comprising 26 strategic actions. These priority areas are a continuance of those found in the Best Value Action Plans arising from the original Secretary of State's Directions. The Plan demonstrates continued implementation where previous activities could not be implemented before the Directions expired as well as continued improvements.
- 3.4 During the period April-Sept 2017 work has continued to deliver the milestones in the Improvement Plan. Regular updates have been provided to Corporate Leadership Team and all activities have been incorporated within individual Directorate Plans to ensure focus remains on delivery.

- 3.5 A review has been undertaken on the lessons learnt from the delivery of the UK Parliamentary Election 2017. These will be taken forward for the upcoming local elections in 2018. Following discussions with the Cabinet Office the Council has withdrawn from participating in the Pilot ID Scheme as there was not sufficient time to develop an effective scheme. A project group will meet on a monthly basis to plan for 2018 elections ensuring all milestones set out in the Best Value Improvement Plan are delivered.
- 3.6 The Council's new Communications Strategy, now widely shared with four major campaigns, launched this quarter. An asset audit (identifying 1,183 marketing sites) has been completed and poster sites and 12 plasma screens are now live in the Council Town Hall, Mulberry Place. An intranet project manager is now in post and specification/project scope is currently under development. The Council's revised core values have been agreed by senior management and communicated to all staff. Conversation groups are also in place to engage staff in upcoming changes.
- 3.7 The Children's Services Improvement Board has now met three times, and has set a clear forward plan to focus on relevant thematic issues for each meeting. The Improvement Plan was submitted to the Secretary of State on 19 July 2017. This will be updated monthly, and will feed into the Quarterly Progress Report to the Best Value Improvement Board, Cabinet and Overview and Scrutiny Committee.
- 3.8 Planning consent has been granted for the conversion to residential use for two vacant community buildings that will be transferred to Housing. Temporary community use has also been agreed for a vacant community building by the Mayor.
- 3.9 The review of the Third Sector Team has been a comprehensive review and is now complete and proposals for consultation have been produced. The review included benchmarking with other Local Authorities, a full options appraisal (exploring savings and efficiencies, incorporating Commissioner, Committee and Senior Management expectations) and liaison with our ICT partner to develop an improved, transparent, online Grants system. Commissioning of the Community Cohesion Theme completed for 5 out of the 8 lots that were put out to tender with plans to award the remaining 3 lots in the next few months. Scoping work for development of Grants Policy completed, which will be developed with stakeholders over the next quarter.
- 3.10 The charts below shows progress against the 115 milestones in the Best Value Improvement Plan. In order to ensure consistency in the reporting of the status of key milestones the following criteria have been applied:
- **On Target** – where the key milestone will be achieved by the deadline
 - **Completed** – Where the key milestone has been achieved by the deadline
 - **Delayed** – where the key milestone has not yet been completed but will be completed within a month of the original deadline
 - **Overdue** - where the key milestone has been delayed by more than a month from the date of the original deadline

BV Improvement Plan activities : Overall Q2 Status



4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The Best Value Improvement Plan is a priority for the Council, and requisite resources have been identified within the budget in order to deliver the outcomes. Any additional resources required to deliver any of the activities will need relevant authority before commencing.

5. LEGAL COMMENTS

- 5.1 The Council is a best value authority within the meaning of Part 1 of the Local Government Act 1999. As a best value authority, the Council has an obligation under section 3 of the Local Government Act 1999 to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness” (the best value duty).

- 5.2 Where the Secretary of State is satisfied that an authority is not meeting its best value duty, the Secretary of State may: (1) direct the authority to take action to bring itself into compliance with that duty; (2) direct that specified functions be carried out by the Secretary of State or a nominee and that the authority follow the Secretary of State's instructions and provide such assistance as may be required (Local Government Act 1999). In accordance with this power the Secretary of State gave directions to the Council on 17 December 2014, 29 April 2015 and 6 May 2015. Revised directions were also given on 16 January 2017.
- 5.3 The directions are enforceable by the Secretary of State, who may seek an order in the High Court requiring the Council to remedy any breach. Under the current circumstances, it is appropriate for the Council to take steps to comply with the directions and to monitor its compliance with the directions. The report relevantly informs members of progress and appropriately indicates that Cabinet approval will be sought before presenting the required update to the Department of Communities and Local Government.
- 5.4 Although the Directions expired on 31st March 2017 and the specified functions to be carried out by the Commissioners on behalf of the Secretary will return to the authority, it is open to the Secretary of State to issue fresh directions to the Council for it to take specific action which is considered necessary or expedient to secure the Council's compliance with its best value duty without specifying that specified functions be carried out by the Secretary of State or a nominee.
- 5.5 When taking action in response to the directions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). Compliance with this duty has been a feature, to the extent relevant, of the Council's action in response to the directions.
- 5.6 There are no immediate legal implications arising from this report.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The current update on the Best Value Improvement Plan for 2017-18 continues to strengthen local community leadership through controls being given back to democratically elected local officials and residents. Equality and fairness considerations also remain at the core of delivery.
- 6.2 The Grants element of the BVIP 2017-18 is one example of where the Council has been able to encourage local community leadership via the Grants Scrutiny Sub-Committee, as well as the involvement of the voluntary sector in the commissioning of services.
- 6.3 Ongoing development of the Council's communications strategy is also creating increased access to the Council's delivery of services for all

residents, opening the doors for further community involvement in the Council's work.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 This report provides the Council's second quarterly update report on its overall Best Value Action Plan, as required by the Directions from the Secretary of State for DCLG.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no direct implications from this report on a sustainable environment.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 Delivering the actions within the Best Value Improvement Plan will mitigate risks to the Council in delivering best value and future Directions.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 There are no direct crime and disorder reduction implications arising from this report.

Linked Reports, Appendices and Background Documents

Linked Report

- Report to the Best Value Improvement Board on 11th September 2017.
<http://democracy.towerhamlets.gov.uk/ieListDocuments.aspx?CId=830&MId=7745&Ver=4>

Appendices

- Appendix 1: Best Value Improvement Plan 2017-18 summary
- Appendix 2: Best Value Improvement Plan 2017-18 delivery plan

Local Government Act, 1972 Section 100D (As amended)

List of "Background Papers" used in the preparation of this report

- NONE

Officer contact details for documents:

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BEST VALUE IMPROVEMENT PLAN APRIL-SEPT 2017 UPDATE

1 Introduction

The Council is pleased to provide an update on the progress made in implementing the Best Value Improvement Plan 2017-18 as required under the Directions of March 2017. The Best Value Improvement Plan 2017-18 includes 26 strategic actions against the five areas of property, election, organisation culture, grants and communication.

This report notes that in the first six months of this action plan, covering the period between April-Sept 2017, a large number of milestones have been completed and where any are overdue or delayed a revised plan has been developed to ensure delivery. This demonstrates the focused determination of the Council in delivering continuous improvement and provides the Council with momentum as it works to deliver the remaining milestones in the plan over the next six months.

2 Summary of key achievements

A summary of key achievements for this quarter is detailed below:

- Review of UK Parliamentary Government Election delivery completed and lessons learnt will be incorporated for the 2018 elections;
- Monthly project group meetings for planning 2018 elections established with next meeting taking place in September 2018;
- New Communications Strategy now widely shared with four major campaigns launched during Q2. Poster sites and 12 plasma screens now live in Mulberry Place;
- Procurement for the media consumption survey completed and is currently in the field going to a representative group of 900 residents;
- New statutory notice publication scheme established and communicated to staff through the intranet and Managers Briefing;
- Planning consent has been granted for the conversion of two vacant community buildings into housing;
- Comprehensive review of Third Sector Team completed with consultation with staff taking place;
- Commissioning of the Community Cohesion Theme completed for 5 out of the 8 lots that were put out to the market with plans to award the other 3 lots in the next few months;
- Core Values revised and shared with senior managers in July and team talks held with all staff in August;
- Ongoing monitoring of all programme plans linked to MTFs now in place;
- Programme Board and Smarter Together Governance agreed and Boards meeting monthly. Programme plans agreed and progress monitored by Transformation Board;
- The Children's Services Improvement Plan submitted to the Secretary of State in July and Improvement Board meeting on a six weekly basis;
- Clear Up Project report published and submitted to Cabinet in June and Full Council in July 2017. Plans for further updates on outstanding actions and implementing recommendations developed and will be reported.

Best Value Improvement Plan Summary

COMMUNICATIONS: Progress Summary

Communications in Tower Hamlets had a history of being reactive with a heavy reliance on the Council's weekly publication, East End Life. Many of the messages and activities being communicated were determined by services' willingness and ability to pay and there was little use of insight or data to identify appropriate communication channels and support the delivery of effective communications campaigns. Since the Best Value Action Plan was introduced there has been significant progress in reforming the way the Council deals with internal and external publicity management.

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • New Communications Strategy now widely shared with 4 major campaigns launched this quarter. • Asset audit (identifying 1,183 marketing sites) completed. • Poster sites and 12 plasma screens now live in the Council Town Hall, Mulberry Place. • Intranet project manager now in post and specification/project scope under development. • Statutory notices contract mobilisation is now live and communications sent to staff regarding the new contract and its processes via intranet article and managers' briefing. 	<ul style="list-style-type: none"> • Tower Hamlets Now open rate continues to improve with an average 63% (including an issue at 70%) 	<ul style="list-style-type: none"> • Culture change regarding communications: a critical aspect of changing the culture is to work collaboratively with teams to determine delivery milestones related to key programmes so that they can be communicated widely to residents. • The media consumption survey is currently in the field going to a representative group of 900 residents. Analysis of the results will identify gaps in service delivery and will determine areas for improvement. • Progress on intelligent newsletter and new intranet site is continuing.

PROPERTY: Progress Summary

The Council owns, occupies or maintains around 860 non-HRA properties, valued at £1bn, located within the borough. The Council also owns around £800m of HRA properties (the housing element is managed and maintained by Tower Hamlets Homes (THH), the Council's arms-length management organisation) as well as a further £50m of community assets.

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • Planning consent has been granted for conversion to residential use for two vacant community buildings that will be transferred to Tower Hamlets Homes/Homelessness Services. • Temporary community use agreed for a vacant community building by the Mayor (12 months). • Tender process underway for additional specialists' consultancy advice for a complete review of depot provision across the borough. • Former Santander building in Watney Market likely to be used by WorkPath (Council led activities). Business case being considered by Economic Development. • Template for new governance arrangement prepared and awaiting final sign off. 	<ul style="list-style-type: none"> • Heads of terms agreed for leases to 5 of the 8 nursery / playgroup properties within the CB portfolio and have now been issued to tenants - once agreed legal have been instructed to issue draft leases 	<ul style="list-style-type: none"> • Further meetings with Tower Hamlets Homes regarding the validation of Tenants and Residents' Associations (TRAs) were held to agree the way forward. The current proposal is to grant leases to TRA's at a peppercorn rent subject to certain criteria being met on utilisation sharing of space. • Awaiting conclusion of feasibility work. Raines House is now likely to be the third hub. The Council is now looking to bring forward two smaller premises which will be used as hubs. A formal marketing exercise will be required which will follow completion of any refurbishment works. Further work is required to agree further phases of the hub roll out plan to other existing properties and opportunities that may come forward as part of a section 106 agreement. • Currently awaiting instructions from the client team regarding the scope of the review of leisure facilities across the Council. Work will be undertaken in the next few months to scope the parameters of the review. • Tender process underway for additional specialists' consultancy advice for a complete review of depot provision across the borough. Submissions due by end of August.

ELECTIONS: Progress Summary

The Council has successfully delivered a number of successful elections and referendum since 2015 which include:

- UK Parliamentary Election May 2015
- Election of Executive Mayor June 2015
- Election of Mayor of Tower Hamlets and Greater London Authority elections May 2016
- EU Referendum June 2016
- Whitechapel ward by election December 2016
- UK Parliamentary Election May 2017

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • Staging area identified for Returning Officer and Accountants use for the elections in 2018. This will ensure visibility of the count area. • Media pack reviewed for the UKPGE 2017. To be reviewed again for the combined elections in 2018. • All count staff to receive mandatory training in April 2018, to include counting of ballot papers. Dedicated training for accountants, supervisors and DRO's to confirm roles and responsibilities. • All accountants to receive Xpress count module training in January 2018. 	<ul style="list-style-type: none"> • Initial meetings have taken place along with UK Parliamentary General Election (UKPGE) 2017 review meetings. The next meeting scheduled for September 2018. 	<ul style="list-style-type: none"> • Preparing for 2018 elections. • Lessons learnt and areas for improvement from the UKPGE 2017 will be incorporated into poll staff training. Exclusion Zones will be laid out and Police presence at all polling places from 7am - 10.30pm. • Whilst the Returning Officer is in favour of ID at polling stations Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme. • Revised Register of Electors 2018 to be published December 2017. • Awareness raising and publicity for 2018 elections. • Due to the complexity of the combined elections in 2018, mandatory face to face training will take place in April 2018.

GRANTS: Progress Summary

All actions in the original Grants Best Value Action Plan have been completed. Work has been undertaken to review and develop approaches to, and processes for, grant making with the Grants Determination Sub-Committee. The Grants Scrutiny Sub-Committee continues to provide cross party members review and challenge to the grants decision making process.

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • On-going delivery of the Action Plan of the Voluntary and Community Sector Strategy. • The Grants Determination Sub-Committee (GDSC) and Grants Scrutiny Sub-Committee continue to meet every six weeks. • The system mapping of requirements to improve management reporting, information management and analysis of the new GIFS software has now been completed. • A paper has been drafted outlining the scope of the Council's grants policy. • This work for the Grants Scrutiny and Determination committees to take place in September. 	<ul style="list-style-type: none"> • Greater involvement of voluntary and community sector in commissioning of services. 	<ul style="list-style-type: none"> • The review of the Third Sector Team has been a comprehensive review, including benchmarking with other Local Authorities, a full options appraisal including exploring savings and efficiencies, incorporating Commissioner, Committee and Senior Management expectations and liaison with our ICT partner to develop an improved, transparent, online Grants system. This work has taken longer than anticipated and as a consequence, delivery has been delayed, however the review has now been completed and proposals for consultation have now been produced. • The full implementation of the GIFTS software is now planned for October 2017. • Work with the voluntary sector to develop a voluntary sector compact is currently pending the recruitment of a suitably experienced officer to take this forward. It is hoped that this will happen soon, in which case it is hoped that the original deadline will be able to be met.

ORGANISATIONAL CULTURE : Progress Summary

Organisational culture is recognised as a key component in moving the Council forward. The aims of the Organisational Culture Plan are to: ensure that the culture of the organisation continues to be one which strives for continuous improvement; engages and invests in staff; ensures relationships between groups of members and between members and officers are professional, respectful, open and honest and rebuild trust in the areas where this has, or is perceived to have, broken down.

The key outcomes we are looking to achieve are:

- Staff engaged with and committed to delivering the Council’s vision and priorities;
- Improved clarity and understanding of formal roles and responsibilities of the Executive, non-Executive and senior officers of the Council in a Mayoral system;
- Effective working relationships between elected members, and between elected members and senior officers, to enable all to work together to achieve the best outcomes for Tower Hamlets and its residents;
- A shared commitment to a set of agreed behaviours and cultural values to underpin formal roles and responsibilities;
- A sustainable approach to maintaining and refreshing this shared commitment.

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • Revised core values agreed by senior management and communicated to all staff. • Work completed with on-going monitoring of the Mid-Term Financial Savings plan is now in place. • The Children's Services Improvement Board has now met three times, and has set a clear forward plan to focus on relevant thematic issues for each meeting. The Improvement Plan was submitted to the Secretary of State on 19 July 2017. This will be updated monthly, and will feed into the Quarterly Progress Report. The first report was completed in August 2017 and will report to the Best Value Improvement Board, oversee scrutiny Committee and Cabinet in September 2017. 	<ul style="list-style-type: none"> • Programme Board and Smarter Together Governance agreed and Boards meeting monthly • Smarter Together Programme plans agreed and progress monitored by Transformation Board. 	<ul style="list-style-type: none"> • More detailed visioning is required to ensure the end goal and principles for the Smarter Together, which will form the basis of engagement and change management activities with staff. Changes in PMO resources and a review of the governance of the programmes have created a delay in this work. There is a risk that this may slip further if new senior responsible officers (SROs) are not fully engaged in the process. • There are interim arrangements in place for all 4 Divisional Director roles advertised at the beginning of the year. • Investors in people (IIP) assessor completing observations as part of the pre-assessment work. Arrangements for the staff survey to be agreed with the Assessor shortly.

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • Conversation groups are in place to engage staff in upcoming changes. Programme Managers attended Chief Executive's Roadshows to provide an update on the programme/increase interest in joining conversation groups. • A new Communications Officer has been appointed and discussions have been held with Divisional Director of Communications to increase interest and engagement in the programme by better defining and communicating the look and feel of the end goal. • Q1 budget monitoring report is being presented to Cabinet in September 2017 including savings tracker information. • The Corporate Induction now includes a slot on Decision Making / Role of Members / Member Officer Protocol etc. The first induction using the updated protocol was presented in July. • A distinction between: policy, provision/rules, procedure and guidance has now occurred. • A cross referencing with 6 x emerging key themes within a revised HR Strategy has now occurred. • A cross referencing with review of Whistleblowing Policy/Procedure is taking place. 		

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Elections					
Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
1. Planning for 2018 Mayoral and local elections					
Key Milestones					
Joint working with partner agencies - First meeting February 2017	Will Tuckley/Louise Stamp	May-18	On Target	20%	Initial meetings have taken place along with UKPGE 2017 review meetings. Next meeting scheduled for September 2018
Project group to meet monthly from April 2017, fortnightly from December 2017 and more frequently as required immediately prior to elections.	Will Tuckley/Louise Stamp	May-18	On Target	20%	Meetings will take place monthly from September 2017, fortnightly from January 2018 and weekly from April 2018.
Ensure integrity of the process and good order at polling stations	Will Tuckley/Louise Stamp	May-18	On Target	20%	Lessons learnt and areas for improvement from the UKPGE 2017 will be incorporated into poll staff training. Exclusion Zones will be laid out and Police presence at all polling places from 7am - 10.30pm.
Train 40/50 experienced poll clerks to act as presiding officers in May 2018, to be placed with an experienced PO at a double station.	Louise Stamp	Jun-17	On Target	20%	Initial training to take place in December 2017 with additional mandatory training in April 2018.
Enhanced mandatory training for polling station staff before taking up roles. To include bespoke e. training and dedicated training for PO's with specific scenarios.	Will Tuckley/Louise Stamp	Feb-18	On Target	20%	Due to the complexity of the combined elections, mandatory face to face training will take place in April 2018.
Continuation of RO instruction to ensure polling staff only speak in English whilst on duty in the polling station	Will Tuckley/Louise Stamp	May-18	On Target	20%	This was briefed for the UKPGE 2017 and will be reiterated for the combined elections in 2018.
Ballot papers at polling stations - folded to assist with check of ballot paper number before being placed in the ballot box and to ensure secrecy of the ballot.	Will Tuckley/Louise Stamp	Mar-18	On Target	20%	Supplier to provide quotation. To be included in poll staff training.
Full review of count procedures and paperwork in consultation with EC	Will Tuckley/Louise Stamp	Jan-18	On Target	20%	Lessons learnt and areas for improvement from the UKPGE 2017 will be incorporated into the 2018 training. Paperwork currently under review.
Count venue pre-booked - East Wintergarden, Canary Wharf	Will Tuckley/Louise Stamp	Jan-17	Completed	100%	Completed.
Dedicated count training for accountants using Xpress count module	Louise Stamp	May-17	On Target	20%	All accountants to receive Xpress count module training in January 2018.
Enhanced mandatory training for count staff before taking up roles. To include dedicated training on count procedures.	Will Tuckley/Louise Stamp	Mar-18	On Target	20%	All count staff to received mandatory training in April 2018, to include counting of ballot papers. Dedicated training for accountants, Supervisors and DRO's to confirm roles and responsibilities.
Enhanced security measures including photo ID checks at count; non-Council security staff; non-transferable security wristbands	Will Tuckley/Louise Stamp	May-18	On Target	20%	Dedicated front of house team to deal with entry checks and security.
Platform area for RO and Accountants to ensure visibility of count area	Will Tuckley/Louise Stamp	Jan-18	On Target	20%	Staging area identified for RO and Accountants use.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
Review of Media Pack to ensure up-to-date information provided	Andreas Christophorou/Kelly	Jan-18	On Target	20%	Media pack reviewed for the UKPGE 2017. To be reviewed again for the combined elections in 2018.
2. Participate in pilot ID scheme					
Key Milestones					
Meeting Government Officials to discuss pilot voter identification scheme proposal	Will Tuckley/Louise Stamp	Feb-17	Completed	100%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.
ID at polling stations - extensive awareness campaign informing electors what ID must be produced at polling stations to enable them to cast their vote (include sanction)	Andreas Christophorou/Kelly Powell	Jan-18	On Target	0%	Will be included as part of the communications plan to be developed for the Election (due to be discussed at planning meetings in September)
Identification of electors who have already provided evidence to support their registration application	Louise Stamp	Jun-17	On Target	0%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.
Liaise with partners for possible provision of Electoral ID Cards/Letters	Will Tuckley/Louise Stamp	Dec-17	On Target	0%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.
Additional information provided on poll cards	Louise Stamp	Feb-18	On Target	0%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.
Additional staff identified for polling stations to act as 'meet and greet' to check that suitable ID is available and assist with queues	Louise Stamp	Jan-18	On Target	0%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.
Include training for PO's and PC's for ID and signature verification checks	Louise Stamp	Feb-18	On Target	0%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.

Communications					
Activities	Lead Officer	Deadline	Status	%Comp	
3. Develop and deliver Communication Strategy for 2017-18					
Key Milestones					
Launch new weekly staff newsletter	Andreas Christophorou	Apr-17	Completed	100%	We have now had 24 issues with an improved open rate average of 63% for last four issues (including one at 70%).
Commission media consumption Survey	Andreas Christophorou	Apr-17	Completed	100%	Procurement completed and supplier appointed. The survey is currently in the field going to a representative group of 900 residents. Initial results are expected by end of August.
Build a range of communication infrastructure	Andreas Christophorou	Jul-17	On Target	75%	New Communications Strategy now widely shared with 4 major campaigns launched this quarter. Asset audit (identifying 1,183 marketing sites) completed, poster sites and 12 plasma screens now live in MP. Progress on intelligent newsletter and new intranet site continuing as set out below.
Develop Intelligence Newsletter allowing better targeting of information to local people	Andreas Christophorou	Dec-17	On Target	50%	Scoping paper developed. Advice sought from LBTH procurement.
Launch new Intranet Site	Andreas Christophorou	Mar-18	On Target	15%	Intranet project manager now in post and specification/project scope under development

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
4. Procurement of statutory notices					
Key Milestones					
Invitation to tender	Andreas	Feb-17	Completed	100%	Tender published in February 2017.
Evaluation	Andreas	Feb-17	Completed	100%	Evaluation completed in March 2017.
Contract award	Andreas Christophorou	Apr-17	Completed	100%	Contract award approved in April 17 and notification sent in May 17.
Contract mobilisation	Andreas Christophorou	May-17	Completed	100%	Contract LPG5043B live and communications sent to staff regarding the new contract and its processes via intranet article and managers' briefing.

Property					
Activities	Lead Officer	Deadline	Status	%Comp	
5. Deliver Asset Rental Account Action Plan					
Key Milestones					
Managers' briefing on moves procedure	Richard Chilcott	Apr-17	Completed	100%	
6. Implement Community buildings programme					
Key Milestones					
Agree action plan for validation of TRAs with THH	Richard Chilcott	Apr-17	Overdue	60%	Further meeting with THH held end of June 2017 to agree the way forward following meetings with the Mayor and Cabinet Member for Resources. Current proposal is to grant leases to TRA's at a peppercorn rent subject to certain criteria being met on utilisation sharing of space.
Formally transfer caretaker's facilities to THH	Richard Chilcott	Jun-17	Completed	100%	All properties have now been passed back to THH Housing Management.
Complete marketing and letting of vacant buildings identified for commercial use	Richard Chilcott	Jun-17	On Target	65%	Former Santander building in Watney Market likely to be used by WorkPath (Council led activities). Business case being considered by Economic Development. 6 Watney Market - Possessions need to be removed by former tenant and agents have been appointed to take to market.
Complete and open second community hub	Richard Chilcott	Jun-17	Overdue	30%	Conclusion of feasibility work still awaited. Raines House is now likely to be the third hub. Now looking to bringing forward two smaller premises which will be used as hubs, a formal marketing exercise will be required which will follow completion of any refurbishment works.
Establish implementation plan for third hub and wider roll-out across the borough	Richard Chilcott	Jun-17	Overdue	25%	As above. Work on Granby Hall feasibility continues as initial works were too costly. Further work is required to agree further phases of the hub roll-out plan to other existing properties and opportunities that may come forward as part of a section 106 agreement. Aiming to agree by end of October 2017.
Complete and open third community hub	Richard Chilcott	Mar-18	On Target	5%	Opening of third hub dependent on progress on issues 53 and 54.
Convert vacant community buildings identified for housing use to housing and transfer to THH/Homeless Services	Richard Chilcott	Mar-18	On Target	75%	Planning consent has been granted for both conversions. Temporary community use agreed for 10 Turin Street by Mayor (12 months). Housing Strategy to take forward Bethnal Green Cottage.
7. Strengthen governance arrangements					
Key Milestones					
Review of revised governance arrangements	Richard Chilcott	Sep-17	On Target	95%	Template for new governance arrangement prepared and awaiting final sign off.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
8. Asset reviews and service delivery plans					
Key Milestones					
Complete review of depot provision across the borough	Richard Chilcott	Sep-17	On Target	40%	Tender process underway for additional specialists consultancy advice. Submissions due by end of August.
Complete review of leisure facilities across the borough	Richard Chilcott	Mar-18	On Target	10%	Instructions are currently awaited from the client team regarding the scope of this item of work. Work will be undertaken in the next quarter to scope the parameters of the review.
9. Complete audit of assets					
Key Milestones					
Complete audit, specifically any additional requests for information or documentation following visits in 2016/17	Richard Chilcott	Jun-17	Completed	100%	Audit complete and also reported to Asset Management Working Group in May 2017.
Complete any regularisation work required (e.g. enter into leases)	Richard Chilcott	Dec-17	On Target	60%	Heads of Terms issued to tenants, once agreed, legal have been instructed to issue draft leases.

Grants					
Activities	Lead Officer	Deadline	Status	%Comp	
10. Complete review of Third Sector Team					
Key Milestones					
Review of Third Sector Team completed	Steve Hill	Mar-17	Completed	100%	The review of the Third Sector Team has been a comprehensive review, including benchmarking with other Local Authorities, a full options appraisal including exploring savings and efficiencies, incorporating Commissioner, Committee and Senior Management expectations and liaison with our ICT partner to develop an improved, transparent, online Grants system. This work has taken longer than anticipated and as a consequence, delivery has been delayed, however the review has now been completed and proposals for consultation have now been produced.
New team structure finalised	Steve Hill	Mar-17	Completed	100%	The team structure was finalised in May 2017.
Staff / Trade Union consultation on new team structure completed	Steve Hill	Apr-17	Overdue	80%	The timetable for consultation has been revised to reflect the time required for the review of the team and future requirements. The documentation and JDs have been produced and consultation has commenced and is due to be concluded in early September.
Assimilation into posts / interviews	Steve Hill	May-17	Overdue	30%	The dates for the Assimilation and Interviews have been revised and are expected to take place in late September.
Full Implementation of new team structure	Steve Hill	Jun-17	Overdue	0%	The full implementation is now planned in October 2017.
11. Implement web based GIFTS software					
Key Milestones					
System mapping of requirements to improve management reporting, information management and analysis	Steve Hill	Feb-17	Completed	100%	The system mapping of requirements to improve management reporting, information management and analysis has been completed. The scope of the ICT work required is substantial and requires upgrading the current ICT system.
Development of web-based solution completed	Steve Hill	Apr-17	Overdue	50%	The web-based solution has been developed to take account of the findings from the review and best practice learning from other councils. This relates to workflow, monitoring and reporting which will enable all council grants to be captured. This will significantly enhance the Council's ability to provide comprehensive and accessible information on all grant funding and not just mainstream grants. This wider work is underway and expected to be completed in October.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
Full implementation of new web-based system	Steve Hill	Jun-17	Overdue	50%	Full implementation is expected to be completed by November 2017.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
12. Development of Grants Scrutiny Sub-Committee					
Key Milestones					
Grants Scrutiny Committee Induction and work planning	Sharon Godman	Jun-17	Completed	100%	Work planning discussions held with Grant Scrutiny Sub-Committee, senior cabinet members and senior officers.
Develop Grants Scrutiny Sub-Committee Work programme 2017-18	Sharon Godman	Jul-17	Completed	100%	Draft work programme developed and reported to the Overview and Grants Scrutiny Sub-Committee in September.
Strengthen resident and local stakeholders involvement in Committee's Work programme	Sharon Godman	Aug-17	On Target	70%	Proposals agreed to strengthen engagement through a range of methods including participation at meetings, press releases and use of the council website and social media.
13. Complete commissioning of Community Cohesion Theme					
Key Milestones					
Tender advert	Steve Hill / Emily	Mar-Apr 17	Completed	100%	The tender went out to advert in March 2017.
Tender evaluation	Steve Hill / Emily	May-17	On Target	80%	Interviews have been completed
Contract award	Steve Hill / Emily Fieran-Reed	Jun-17	Delayed	63%	5 of the 8 lots have been awarded and are due to go live from 1 Sept 2017. In the remaining 3 lots, the quality was not sufficient to award. It is proposed that this be addressed by inviting some of the higher scoring bidders from other lots to deliver the remaining contracts. It may not be possible to do this by 1 September but it is hoped that any delay will be short.
Contract mobilisation	Steve Hill / Emily Fieran-Reed	Aug-17	Delayed	63%	Contract mobilisation for the 5 lots where an award has been made is on track and taking place during August. Contract mobilisation for the remaining 3 lots may be slightly delayed due to the time to set these up.
14. Review and improve working of Grants Determination Sub-Committee					
Key Milestones					
6 - month review of the Grants determination Sub-Committee	Matthew Mannion / Steve Hill	Sep-17	Delayed	10%	This is being linked to the wider review of Grants Procedures at the Council. It is considered sensible to wait the outcome of the wider review before finalising a specific review of the Sub-Committee.
Forward plan implemented to set out future work	Matthew Mannion / Steve Hill	On-going	Completed	100%	Forward Plan developed for Committee which will be reviewed on an on-going basis.
Grants Determination Sub-Committee away-day	Matthew Mannion / Steve Hill	Sep-17	Delayed	0%	This will take place at the appropriate time during or following the wider grants procedures review being undertaken.
Grants Determination Sub-Committee Members development seminars	Matthew Mannion / Steve Hill	On-going	On Target	0%	This is being fed into the wider review of the Member Development Programme currently being undertaken and will also be considered as part of the Member Induction process after the elections in 2018.
15. Strengthen grants management and work strategically with voluntary and community sector					
Key Milestones					
Complete audit of grants monitoring	Minesh Jani	Oct-17	On Target	10%	Audit is currently in place and is scheduled to report by end of October.
Review and update the Council's grants policy, working closely with services	Sharon Godman	Mar-18	On Target	20%	A paper has been drafted outlining the scope of this work for the Grants Scrutiny and Determination committees in September.
Work with the voluntary sector to develop a voluntary sector compact	Sharon Godman	Mar-18	On Target	10%	This work is currently pending the recruitment of a suitably experienced officer to take this forward. It is hoped that this will happen soon, in which case it is hoped that the original deadline will be able to be met.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
Undertake comprehensive review of contracts and grants to inform the development of the Council's new approach to commissioning	Zena Cooke	Mar-18	On Target	10%	A review of grants register has been undertaken for 17-18 and further work is being undertaken to review contracts information. This piece of work will inform the future grants policy which is being led by the Strategy, Policy and Performance Team.

Organisational Culture

Activities	Lead Officer	Deadline	Status	%Comp	
16. Permanent recruitment to the post of Corporate Director Governance					
Key Milestones					
Advert	Will Tuckley	Jan-17	Completed	100%	Completed
Long-list Interviews	Will Tuckley	Feb-17	Completed	100%	Completed
Short-list Interviews	Will Tuckley	Mar-17	Completed	100%	Completed
Appointment confirmed	Will Tuckley	Apr-17	Completed	100%	Corporate Director started with the Council in July 2017.
17. Complete review of Constitution					
Key Milestones					
Constitutional Working Group review parts 5,6 and 7	Asmat Hussain	Apr-17	Overdue	80%	Further reviews of the Constitution is being undertaken. Report taken to Council on 19/7 with regards to revision to Constitutional on Part 3.3, 4.2,4.3,4.5,4.6 ,5.7 and 5.2. Report due to General Purpose Committee in October to consider further reports on code of conduct, member officer protocol and officer procedure rules.
Amendments to General Purpose Committee	Asmat Hussain	Apr-17	Overdue	80%	
Full Council approval of parts 4 to 7	Asmat Hussain	May-17	Overdue	80%	
18. Recruitment of seniors officers to complete new corporate structure					
Key Milestones					
Advert	Will Tuckley	Jan-17	Completed	100%	Completed
Short-listing	Will Tuckley	Feb-17	Completed	100%	Completed
Interviews	Heather Daley	Mar-Apr 17	On target	85%	The following senior posts are covered on an interim basis: - CD Place (internal acting up arrangements in place for 12 months to July 2018 - review to take place at that time) - DD Adult Social Care - DD Children's Social Care (substantive post holder on outward secondment) - the two DD roles in CS have closed and longlisting is on going. Shortlisting will take place in September and final interviews in October. The 2 DD roles in HAC are live and will close in September . Final interviews for the DD Growth and Economic Development position took place on 8th August.
19. Implement actions from Clear Up Project					
Key Milestones					
Publish report	Asmat Hussain	Apr-17	Completed	100%	Clear Up project report published as part of the June 2017 cabinet meeting papers.
Report and recommendations to Full Council	Asmat Hussain	Jun-17	Completed	100%	Report went to Full Council on 19/7. Outstanding action reports and monitoring of the Project will be undertaken by CLT and OSC and SAC at regular intervals throughout the year and are pre-diarised.
Implement recommendations from Clear Up Project	Asmat Hussain	July 17 onwards	On Target	20%	As per above updates will be reported to Corporate Leadership Team, Overview and Scrutiny Committee and Standing Advisory Committee.
Review progress against implementation	Asmat Hussain	Quarterly	On Target	0%	As per above.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
Review Whistleblowing arrangements and implement new scheme	Heather Daley	May-17	Delayed	80%	Corporate Leadership Team agreed the GT report and the follow up work, implementation and actual review of the policy is ongoing taken by Divisional Director of HR the Corporate Director Governance . Report to go to GPC in October.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
20. Review employment policies and practices and implement them					
Key Milestones					
Project Group formed and policies prioritised for review	Heather Daley	Jan-17	Completed	100%	A project group involving managers, trade unions and HR business Partners have identified four policies for review which could include disciplinary, managing absence, resolution (grievance and harassment) and performance and disciplinary.
Workshops with key stakeholders held to identify issues	Heather Daley	Feb-17	Completed	100%	Project group has held 6 workshops to review policies.
First draft proposals developed on good practice and procedural amendments	Heather Daley	Mar-17	Completed	100%	Engagement with trade unions informally has occurred.
Development of detailed changes and stakeholder engagement	Heather Daley	Apr-17	Delayed	80%	A distinction between: policy, provision/rules, procedure and guidance has now occurred. A cross referencing with 6 x emerging key themes within a revised HR Strategy has now occurred. A cross referencing with review of Whistleblowing Policy/Procedure is taking place
Implement changes to practice through (a) BP training (b) management and staff training	Heather Daley	(a) 01/09/2017	Overdue	10%	Additional interim resource within HR for ER casework management engaged and now commenced (a) BP training likely by end of October.
21. Develop and implement refreshed employee values					
Key Milestones					
Staff survey completed	Heather Daley	Jan-17	Completed	100%	50% response rate from all staff. The results have been analysed and disseminated to management and staff with discussions taking place at team meetings.
Focus Groups	Heather Daley	Feb-17	Completed	100%	4 focus group held with staff to explore themes coming out of staff survey to develop core values and further engagement undertaken at the staff conference attended by 750 staff.
Revised values developed and: (a) communicated (b) staff engaged via their managers	Heather Daley	Mar-Apr 17 (a) August (b) By October	Delayed	90%	(a) Revised core values agreed by CLT and MAB - communicated to CLT and SMF in July - communicated by email August (b) All managers asked to use engagement tool to engage with Staff and summarise actions emerging by end of September.
22. Deliver Year 1 of Smarter Together Programme					
Key Milestones					
Resource programme and project roles	Heather Daley	May-17	Completed	100%	Programme and Project Managers appointed.
Programme plans mapped to MTFS to ensure benefits are realised	Neville Murton	Jun-17	On Target		Work completed with on-going monitoring in place.
Change managed and staff engagement maintained and measured via staff pulse surveys	Heather Daley	Jan-18	On Target	45%	Conversation groups are in place to engage staff in upcoming changes. Programme Managers attended CE Roadshows to provide an update on the programme/increase interest in joining conversation groups. New Communications Officer appointed and discussions held with DD Communications to increase interest and engagement in the programme by better defining and communicating the look and feel of the end goal.
Year 1 MTFS benefits realised via Programme	Neville Murton	Mar-18	On Target	50%	Q1 budget monitoring report is being presented to Cabinet in September 2017 including savings tracker information.
Smarter Together Programme plans delivered	Neville Murton	Mar-18	On Target	50%	Programme Board and Smarter Together Governance agreed and Boards meeting monthly. Programme plans agreed and progress monitored by Transformation Board.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
23. Ensure Council more outward focussed and review feedback from external stakeholders					
Key Milestones					
Ofsted Inspection - Review recommendations and develop improvement action plan	Debbie Jones	Apr-17	Completed	100%	The Children's Services Improvement Board has now met three times, and has set a clear forward plan to focus on relevant thematic issues for each meeting. The Improvement Plan was submitted to the Secretary of State on 19 July 2017. This will be updated monthly, and will feed into the Quarterly Progress Report. The first report was completed in August 2017 and will report to the Best Value Improvement Board, oversee Scrutiny Committee and Cabinet in September 2017.
Review Annual Residents Survey 2017	Sharon Godman	May-17	Completed	100%	The results have been analysed and communicated to staff and residents. Areas of improvement have been identified including suggestions for the Best Value Improvement Board to consider.
Establish regular meetings of Tower Hamlets Partnership	Sharon Godman	Apr-17	Completed	100%	The partnership continues to meet on a regular basis. A workplan has been developed to refresh the committee plan for 2018 setting out a clear vision and priorities for the borough which all parties are signed up to.
Investors in People Gold Accreditation	Heather Daley	Dec-17	On Target	50%	IIP Assessor completing observations as part of the pre-assessment work. Arrangements for the staff survey to be agreed with the Assessor shortly.
ADASS Peer Review	Denise Radley	Apr-17	Completed	100%	The ADASS peer review on outcome based commissioning is now complete and feedback has been shared and discussed with all staff, partners and residents who participated. The review identified considerable positive practice and progress and the learning and issues for consideration have been taken forward as part of the continuous improvement approach within the directorate.
Undertake a programme of improvement work with LGA	Sharon Godman	Apr 17- Mar 18	On Target	40%	A range of work has been agreed with LGA including a corporate peer challenge in 2018, member development, best practice and staff development.
24. Complete phase 2 of Officer Schemes of Delegation					
Key Milestones					
Report to Council on Constitutional changes including in respect of revisions proposed to Parts 3.7 and 3.8 of the Constitution and which relate to Limitations and Delegated Decision Making – General Principles respectively; and on Directorate Scheme of Management	Graham White	Jun-17	Overdue	20%	New Monitoring Officer reviewing approach to this piece of work and revised implementation date of November 2017 is proposed.
Circulate revised proposed Officer Scheme of Delegations to Corporate and Divisional Directors	Asmat Hussain	Jul-17	Overdue	0%	As per above
Corporate Director and Monitoring Officer sign off on respective Officer Scheme of Delegations for Directorates	Asmat Hussain	Sep-17	Overdue	0%	As per above
Report to Cabinet on the final Officer Scheme of Delegations	Asmat Hussain	Nov-17	On Target	0%	As per above
Report to General Purposes on the final Officer Scheme of Delegations	Asmat Hussain	Nov-17	On Target	0%	As per above
Report to Council on the final Officer Scheme of Delegations	Asmat Hussain	Nov-17	On Target	0%	As per above

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
25. Review and implement Member/Officer Development work programme					
Key Milestones					
Review and update Planning Code of Conduct	Asmat Hussain	Apr-17	Completed	100%	
Review and Update Member /officer Protocol	Asmat Hussain	May-17	Delayed	50%	
Corporate Induction to include session on Member and Officer Protocol	Asmat Hussain	Jun-17	On Target	70%	The Corporate Induction now includes a slot on Decision Making / Role of Members / Member Officer Protocol etc. The first induction using the updated protocol was presented in July
Develop and agree Member to Member protocol	Asmat Hussain	May-17	Delayed	50%	Draft protocol developed and will be consulted with a range of stakeholders.
26. Declarations of Interest - Members & Officers					
Audit of 2016-17 Staff Declarations of Interest & follow up in six months	Minesh Jani	Apr 17 & Oct 17	Completed	100%	Audit is complete and findings from this work will be reported to the Audit Committee.
Follow up on audit of management and control of staff hospitality and gifts	Minesh Jani	May-17	Completed	100%	This audit was completed and reported to the Corporate Leadership Team and Audit Committee in June 2017.
Annual Officers Declaration of Interest 17-18	Heather Daley	Jun-17	On Target	80%	This is being completed as part of the Personal Development Process for all staff.
Audit of 2017-18 Staff Declarations of Interest	Minesh Jani	Dec-17	On Target	5%	This has been scheduled into the Annual Audit Plan for 2017-18 and will be completed by December 2017.
Annual Members Declaration of Interest	Asmat Hussain	Dec-17	On Target	0%	This will be undertaken in December 2017.

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