

Elections					
Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
1. Planning for 2018 Mayoral and local elections					
Key Milestones					
Joint working with partner agencies - First meeting February 2017	Will Tuckley/Robert Curtis	May-18	On Target	50%	There has been a plethora of meetings with all partners since the beginning of the year. This has involved the police, both locally and across London, the Cabinet Office, Electoral Commission and internal departments. All meetings have been minuted and the RO has also attended a GLA Crime Committee meeting to detail the preparations in place.
Project group to meet monthly from April 2017, fortnightly from December 2017 and more frequently as required immediately prior to elections.	Will Tuckley/Robert Curtis	May-18	On Target	50%	Election Project meetings have been held as scheduled and have been attended by all partners. In addition, a meeting with the Minister Chloe Smith was held here at the Council Offices to discuss the preparations underway, election integrity and the postal pilot scheme.
Ensure integrity of the process and good order at polling stations	Will Tuckley/Robert Curtis	May-18	On Target	50%	This has been discussed with the police and it is confirmed that a police officer will be on site throughout the day at all polling places. In addition the hatched areas outside each station will also be kept as this was considered good practice at recent elections.
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.	Robert Curtis	Jan-18	On Target	50%	It is planned for those appointed to be in the main experienced officers and where necessary polling clerks can attend the PO training which will add resilience to the pool of staff available. The allocation of staff is actually dependent on availability so the allocations are difficult to predict until we know who is available so in practice training PC's is fine but whether this will then enable us to train them and allocate with PO's is subject to process.
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/Robert Curtis	Feb-18	On Target	50%	All PO's and PC's will be trained appropriately for the combined polls but we may not procure the E Learning modules because of the combination which isn't covered in the products available.
Continuation of RO instruction to ensure polling staff only speak in English whilst on duty in the polling station	Will Tuckley/Robert Curtis	May-18	On Target	50%	This is to continue
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/Robert Curtis	Mar-18	On Target	50%	This is agreed and will be the standard instruction
Full review of count procedures and paperwork in consultation with EC	Will Tuckley/Robert Curtis	Jan-18	On Target	20%	A comprehensive count plan will be prepared with provisional agreement reached on the methodology. The count venue will be visited on 16 March by the core management team to ensure what is being proposed is feasible and reflected in the written document produced
Count venue booked	Will Tuckley/Robert Curtis	Jan-18	On Target	50%	This is booked and is confirmed as the Excel Exhibition Centre
Dedicated count training for accountants using Xpress count module	Robert Curtis	Jan-18	On Target	20%	It is not yet agreed that the Xpress Count module will be used but the top table will be manned by experienced officers who will receive training on the IT systems utilised at the verification and count
Enhanced mandatory training for count staff before taking up roles. To include dedicated training on count procedures.	Will Tuckley/Robert Curtis	Mar-18	On Target	20%	All count supervisors and count management will receive training encompassing the methodology to be adopted and the paperwork that will need to be used. The actual counters will receive written guidance and will receive training before the commencement of proceedings on the night and on the Friday
Enhanced security measures including photo ID checks at count; non-Council security staff; non-transferable security wristbands	Will Tuckley/Robert Curtis	May-18	On Target	20%	It is proposed, subject to IT capability, to have photo ID for certain staff at the count and photo ID before entrance granted, this to be confirmed with the returning Officer. Count security is also being discussed with the police and will form part of the count program and plan to be finalised.
Platform area for RO and Accountants to ensure visibility of count area	Will Tuckley/Robert Curtis	Jan-18	On Target	20%	The RO will be afforded a platform area for the result and a raised area for the top table will be discussed as part of the count venue visit on the 16 March 2018
Review of Media Pack to ensure up-to-date information provided	Andreas Christophorou/Kelly Powell	Jan-18	On Target	20%	There is a comprehensive communications/engagement plan in place and a media plan will be part of that plan drafted after the site visit
2. Participate in pilot ID scheme					
Key Milestones					
Meeting Government Officials to discuss pilot voter identification scheme proposal	Will Tuckley/Robert Curtis	Feb-17	N/A	0%	These actions are no longer required as TH is no longer participating in the ID Pilot Scheme.

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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	N/A	0%	These actions are no longer required as TH is no longer participating in the ID Pilot Scheme.
Identification of electors who have already provided evidence to support their registration application	Robert Curtis	Jun-17	N/A	0%	These actions are no longer required as TH is no longer participating in the ID Pilot Scheme.
Liaise with partners for possible provision of Electoral ID Cards/Letters	Will Tuckley/Robert Curtis	Dec-17	N/A	0%	These actions are no longer required as TH is no longer participating in the ID Pilot Scheme.
Additional information provided on poll cards	Robert Curtis	Feb-18	N/A	0%	These actions are no longer required as TH is no longer participating in the 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	Robert Curtis	Jan-18	N/A	0%	These actions are no longer required as TH is no longer participating in the ID Pilot Scheme.
Include training for PO's and PC's for ID and signature verification checks	Robert Curtis	Feb-18	N/A	0%	These actions are no longer required as TH is no longer participating in the ID Pilot Scheme.
Deliver Postal Vote Pilot scheme with the Electoral Commission	Will Tuckley/Robert Curtis	May-18	On Target	40%	The postal pilot scheme has now been approved in principle and will involve two surveys. One of postal packs delivered and one of postal packs returned. The draft order is still being discussed with the Cabinet Office and once agreed will be subject to a consultation with the Electoral Commission before formal announcement. The data will be analysed by the Electoral Commission.

Communications

Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
3. Develop and deliver Communication Strategy for 2017-18					
Key Milestones					
Launch new weekly staff newsletter	Andreas Christophorou	Apr-17	Completed	100%	We have published 49 Tower Hamlets Now Newsletter since its launch. The weekly newsletter details key campaigns, Council activities and staff contribution. The average open rate is above 65% with further work taking place to improve staff engagement including supporting two way communication and refresh of the newsletter template. Informal feedback from staff through events has been very positive about the newsletter and through staff surveys and other activities will look to build on success of the newsletter.
Commission media consumption Survey	Andreas Christophorou	Apr-17	Completed	100%	Media Consumption Survey was presented to CLT and MAB in December. It has provided the Communications Team with valuable data to measure public perception and readership of our channels including Our East End, the website, social media and media. It has also shown us which media titles or read or watched the most by our residents. We are using this information to prioritise coverage in those titles in order to reach the biggest audiences. We will be using the survey further to assess our audiences for other communications work such as campaigns and we are considering doing a light version of the media consumption survey every year to measure our progress.
Build a range of communication infrastructure	Andreas Christophorou	Jul-17	Completed	100%	This year we have developed new infrastructure including: New advertising infrastructure; 66 agrippa panels on 33 refuse and recycling vehicles to advertise our campaigns. Use of 14 BT Inlink digital panels for council campaigns (438 hours of content per panel per year). So far (up to Q3) 20 gold or silver campaigns linked to our strategic priorities have been completed or underway. A new intelligent newsletter that segments our residents based on their interests has been commissioned and will start in Q4. We are working with the Idea Stores to have a greater council brand presence. We will be taking on a social media monitoring and allocations service in Q4 to improve our social media work. We have restructured the Communications Team in this financial year - the restructure was completed in March 2017 and we have now filled all the vacant roles in the new structure. There has been a significant commitment to training in this financial year to provide the team with new skills for a more rounded communications service with a better digital focus.

Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
Develop Intelligence Newsletter allowing better targeting of information to local people	Andreas Christophorou	Dec-17	Completed	100%	We have commissioned a new newsletter system from Granicus. We are currently setting the system up and it will start in Q4. In tandem with the new system, there will be a focus on signing up residents to it at our five biggest touch points - places where residents engage the most with the council such as our Idea Stores and One Stop Shops. The work is being done in tandem with customer service improvements and IT so that the data we get can be used across the council and that any sign ups to other council accounts such as the single view of the customer feeds into our newsletter as well.
Launch new Intranet Site	Andreas Christophorou	Mar-18	Overdue	30%	The Digital Team has researched the use of our current intranet. It has shown us what is widely used and what is not, with many pages very out of date and not updated by services. Our database of staff for example has 10,000 entries. The Digital Team presented a paper to CLT in October on direction of travel and have been working with teams across directorates since to understand their needs. A new paper was sent to CLT in February recommending the use of our current website CMS for the intranet. Our target of the new intranet in place this financial year turned out to be too optimistic due to the volume of work so instead we changed our goal to be selection of the CMS this financial year with the migration to and launch of a new system in the coming financial year.

4. Procurement of statutory notices

Key Milestones					
Invitation to tender	Andreas Christophorou	Feb-17	Completed	100%	This has been completed as planned.
Evaluation	Andreas Christophorou	Feb-17	Completed	100%	This has been completed as planned.
Contract award	Andreas Christophorou	Apr-17	Completed	100%	This has been completed as planned.
Contract mobilisation	Andreas Christophorou	May-17	Completed	100%	This has concluded on time and responsibility for statutory notices now rests with Planning and Licencing rather than Communications as they are the ones paying for advertising in East London Advertiser. This is a more dynamic and cost effective approach that using Communications as an unnecessary middle person.

Property

Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
5. Deliver Asset Rental Account Action Plan					
Key Milestones					
Managers' briefing on moves procedure	Richard Chilcott	Apr-17	Completed	100%	This has been completed as planned. New moves procedure has been advertised on the Council's intranet. The new procedure will be implemented for upcoming moves.
6. Implement Community buildings programme					
Key Milestones					
Agree action plan for validation of TRAs with THH	Richard Chilcott	Apr-17	Overdue	90%	Agreement has been made with Lead Member and with THH for lettings of Community Buildings to TRAs, at a peppercorn rent. THH has a process for approving TRAs in terms of proper functioning and governance. This process supports the issuing of heads of terms for leases to the approved TRAs. We are aiming to complete the exercise by the end of March 2018.
Formally transfer caretaker's facilities to THH	Richard Chilcott	Jun-17	Completed	100%	This has been completed as planned.
Complete marketing and letting of vacant buildings identified for commercial use	Richard Chilcott	Jun-17	Completed	100%	The action concerns Unit 6 in Watney Market which has been vacated by the previous occupiers, a leaseholders association. Following a review of the options for carrying out pre-marketing work, GVA has been appointed to undertake the marketing which has commenced. The property will be on the market until March when offers will be evaluated. Heads of terms for a lease will then be offered to the successful bidder.
Complete and open second community hub	Richard Chilcott	Jun-17	Overdue	60%	Original plan had been to deliver Raines House as a second hub, but as a listed building this requires more comprehensive community consultation and a listed building consent before works could be carried out. Tramshed has now been identified as the second community hub. Work has begun on Tramshed to make it available for letting as a community hub; budget allocation increased in February 2018 to ensure sufficient funds are available for the works. Upgrade work is now underway and on target for completion by end of April 2018.

Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
Establish implementation plan for third hub and wider roll-out across the borough	Richard Chilcott	Jun-17	Overdue	40%	<p>Raines House has been identified as the third community hub.</p> <p>Concept designs for reconfiguring the existing space within the building to create a community hub have been carried out and community consultation started in January 2018; a planning application is expected to be submitted by the end of March 2018; a budget allocation for the full refurbishment project was agreed in February 2018. Progress on the fourth hub continues to be made – community consultation in February 2018 ahead of planning submission by end of March 2018. Existing users to be provided with temporary accommodation during the building works which are expected to take place between September 2018 and Summer 2019.</p> <p>Progress was delayed by the need to bring to an end the lease arrangements with the existing occupier and for the community to be fully consulted on changes to a listed building within their neighbourhood.</p> <p>The works will be complete and the building open for community use by Spring 2019 to enable the 300-year celebration of the building's history to be held.</p>
Complete and open third community hub	Richard Chilcott	Mar-18	Overdue	40%	As above.
Convert vacant community buildings identified for housing use to housing and transfer to THH/Homeless Services	Richard Chilcott	Mar-18	On Target	85%	<p>Temporary community use is in place for Turin Street, approved by the Mayor, which is due to come to an end in July 2018.</p> <p>Work has commenced on conversion of Bethnal Green Cottage and is expected to complete by June 2018; further community buildings have been identified to create a programme of conversions, feasibility studies have been completed and the process of procuring a build contractor is due to start in March 2018 to create at least 14 new homes.</p> <p>First completions in June 2018 rather than March 2018 because of delays within the planning process which took 3 months longer than expected.</p> <p>A Programme monitoring group has been set and in place to keep the project on track.</p>
7. Strengthen governance arrangements					
Key Milestones					
Review of revised governance arrangements	Richard Chilcott	Sep-17	Completed	100%	Template for new governance arrangements has been signed off and is now fully operational.
8. Asset reviews and service delivery plans					
Key Milestones					

Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
Complete review of depot provision across the borough	Richard Chilcott	Sep-17	Overdue	60%	<p>Specialist consultants, Peter Brett Associates were appointed in October 2017 to deliver a feasibility study. The project is being jointly led by Asset Management and Public Realm. The architect within the PBA team is Fletcher Rae. The purpose of the study is to consider how additional functions, currently located at other sites across the borough, could potentially be accommodated at Blackwall Depot. The other sites involved include Commercial Road car pound, Southern Grove Veolia operation and Tower Hamlets Community Transport in Newell Street. The study will consider issues such as:</p> <ul style="list-style-type: none"> • whether the existing main building should be refurbished and extended or demolished and a new building put up elsewhere on the site, • would multi-level parking be the best solution to accommodate a significant commercial and private vehicle parking requirement on a relatively small site, • how best to configure a layout to deal with the presence of the Blackwall Tunnel under part of the site and the proximity of residential properties in the development taking place on an adjoining site. <p>The study team specialisms include transport planning, geotechnical engineering, planning and design. An initial options paper has been presented. The Council is validating all the inputs regarding the service requirements and the scope of the review. The study is due to be completed by April 2018.</p>
Complete review of leisure facilities across the borough	Richard Chilcott	Mar-18	Completed	100%	Working with colleagues in leisure and finance to progress as required to match service delivery plans. In May 2017 the Council adopted an indoor sports facilities strategy which sets out an action plan for leisure facilities across the borough. In January the Council agreed proposals for the leisure service to include £1.5m capital investment and the leisure management contract extension to 2022. Commensurate lease extensions will be put in place when the contract extensions are documented.
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%	This has been completed as planned.
Complete any regularisation work required (e.g. enter into leases)	Richard Chilcott	Dec-17	Completed	80%	Asset managers are assigned to progress the seven cases, which are at a variety of stages. Other cases have been completed already and new leases are in place. In some cases heads of terms for new occupation agreements have been issued to be progressed to Legal Services. In others alternative action is being progressed to achieve regularisation, for example where more efficient use of premises would be achieved through relocation. The target date for completion of the whole exercise is June 2018

Grants

Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
10. Complete review of Third Sector Team					
Key Milestones					
Review of Third Sector Team completed	Steve Hill	Mar-17	Completed	100%	This has been completed as planned.
New team structure finalised	Steve Hill	Mar-17	Completed	100%	This has been completed as planned.
Staff / Trade Union consultation on new team structure completed	Steve Hill	Apr-17	Completed	100%	The consultation on the new structure has been completed
Assimilation into posts / interviews	Steve Hill	May-17	Overdue	60%	The assimilation interview process is scheduled to take place in March 2018.
Full Implementation of new team structure	Steve Hill	Jun-17	Overdue	10%	Full implementation is anticipated to be during March and April 2018.
11. Implement web based GIFTS software					

Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
Key Milestones					
System mapping of requirements to improve management reporting, information management and analysis	Steve Hill	Feb-17	Completed	100%	This has been completed as planned.
Development of web-based solution completed	Steve Hill	Apr-17	Overdue	75%	Detailed and technical work is continuing to revise the business processes, streamline the system, ensure accessible information and reporting for members, the VCS and the public relating to grant awards and monitoring via the internet.
Full implementation of new web-based system	Steve Hill	Jun-17	Overdue	60%	Full implementation is anticipated to be from March 2018 in line with the full implementation of the new staffing structure
12. Development of Grants Scrutiny Sub-Committee					
Key Milestones					
Grants Scrutiny Committee Induction and work planning	Sharon Godman	Jun-17	Completed	100%	This was used to develop the work programme for the municipal year.
Develop Grants Scrutiny Sub-Committee Work programme 2017-18	Sharon Godman	Jul-17	Completed	100%	The Grants Scrutiny Sub-Committee has met 6 times this municipal year considering a range of grants decision reports and MSG monitoring reports. The Committee has also completed an in-depth review of recreation activities for children and young people and this included how grants support a more active lifestyle.
Strengthen resident and local stakeholders involvement in Committee's Work programme	Sharon Godman	Aug-17	Completed	100%	There is on-going work to publicise the work of the Committee. All papers are published on the Council website and the meetings are open to local residents. The review considered residents views about sports and leisure through engagement already undertaken.
13. Complete commissioning of Community Cohesion Theme					
Key Milestones					
Tender advert	Steve Hill / Emily Fieran-Reed	Mar-Apr 17	Completed	100%	The tender went out to advert in March 2017.
Tender evaluation	Steve Hill / Emily Fieran-Reed	May-17	Completed	100%	Interviews have been completed
Contract award	Steve Hill / Emily Fieran-Reed	Jun-17	Completed	100%	All 8 lots have been awarded and delivery began from 1 October for the final 3 lots.
Contract mobilisation	Steve Hill / Emily Fieran-Reed	Aug-17	Completed	100%	All contracts have now been mobilised and are delivering. The New Economics Foundation provided training and review to ensure that the contracts are co-delivered with the community and between the provider and Council in a way which delivers against co-production principles. Where contracts are successfully delivering we will extend by a further 7 months to bring the end date into line with MSG grants. This will enable them to be considered as part of the future grants/commissioning process.
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	Overdue	10%	This work has been paused whilst a wider review of grant policy is undertaken. At the completion of that wider review the role of the Sub-Committee will be completed.
Forward plan implemented to set out future work plan	Matthew Mannion / Steve Hill	On-going	Completed	100%	This has been completed as planned.
Grants Determination Sub-Committee away-day	Matthew Mannion / Steve Hill	Sep-17	Overdue	0%	The away day will take place once the review listed above is completed.
Grants Determination Sub-Committee Members development seminars	Matthew Mannion / Steve Hill	On-going	Delayed	0%	This will be considered as part of the wider Member Development Programme following the May 2018 elections. The nature of these seminars/sessions has yet to be determined as it will depend on the wider review of grants policy which will then clarify the role that Members will be playing in the future.
15. Strengthen grants management and work strategically with voluntary and community sector					
Key Milestones					

Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
Complete audit of grants monitoring	Minesh Jani	Oct-17	Completed	100%	Audit completed. Report has been discussed with the service and recommendations will be taken forward.
Review and update the Council's grants policy, working closely with services	Sharon Godman	Mar-18	On Target	90%	Grants Policy Framework scheduled to go to Cabinet on 20 March 2018. This policy framework provides the basis for an outcomes based corporate grants programme and was developed through a process of co-production with the voluntary and community sector. Over 70 organisations participated in the open workshop events with a further five focus groups and a number of individual conversations. The policy framework sets out the rationale for using grants rather than commissioning for particular activities, a set of initial themes for the grants programme, eligibility criteria and levels of funding. Second stage will also be developed through co-production with the VCS. Scheduled to be completed in the summer with the launch of the new programme, this co-production develops the detail of the initial themes, setting out priorities and outcomes. It will also develop the processes and procedures to administer the programme. Work plan for this stage in place and on schedule for completion on time.
Work with the voluntary sector to develop a voluntary sector compact	Sharon Godman	Mar-18	On Target	90%	New Compact scheduled to be considered by Cabinet on 20 March 2018. The Compact is a way of working between the voluntary sector and the public sector setting out agreed values and principles. The current Compact between the Council and the local voluntary and community sector was agreed in 2011. The Voluntary Sector Strategy action plan agreed by the Mayor in Cabinet in April 2016 includes a commitment to renew the Compact. The revised Compact restates the Council's commitment to working with the voluntary and community sector, sets out common principles and values, and includes undertaking for both sectors to help reinforce the relationship. There will be further work to develop an action plan to support the Compact.
Undertake comprehensive review of contracts and grants to inform the development of the Council's new approach to commissioning	Sharon Godman	Mar-18	Overdue	40%	Engagement has been undertaken with Commissioners across the Council and also research on best practice examples. A working Group has been formed which will take forward this work. This work is also being aligned to the development of the wider Grants Policy and will be completed in June 2018.

Organisational Culture					
Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
16. Permanent recruitment to the post of Corporate Director Governance					
Key Milestones					
Advert	Will Tuckley	Jan-17	Completed	100%	This has been completed as planned.
Long-list Interviews	Will Tuckley	Feb-17	Completed	100%	This has been completed as planned.
Short-list Interviews	Will Tuckley	Mar-17	Completed	100%	This has been completed as planned.
Appointment confirmed	Will Tuckley	Apr-17	Completed	100%	This has been completed as planned and reported in Q2.
17. Complete review of Constitution					
Key Milestones					
Constitutional Working Group review parts 5,6 and 7	Asmat Hussain	Apr-17	Completed	100%	Reports went to GPC on 12 October 2017 with a revised Council Procedure Rules and Member/Officer Relations Protocol. Reports agreed by Council on 20 November 2017.
Amendments to General Purpose Committee	Asmat Hussain	Apr-17	Completed	100%	On 18 May 2016 Council agreed to establish a new enlarged GP Committee incorporating the Human Resources and Appeals Committees. A revised Terms of Reference were agreed at that time. On 17 May 2017 Council established the GP Committee for the municipal year 2017/18 under the same Terms of Reference
Full Council approval of parts 4 to 7	Asmat Hussain	May-17	Completed	100%	Council has approved all of Parts 4 to 7 except Part 4.1 (Council Procedure Rules) and Part 5.2 (Member/Officer Relations Protocol). Reports agreed by Council on 20th November 2017 for approval
18. Recruitment of seniors officers to complete new corporate structure					
Key Milestones					
Advert	Will Tuckley	Jan-17	Completed	100%	This has been completed as planned.

Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
Short-listing	Will Tuckley	Feb-17	Completed	100%	This has been completed as planned.
Interviews	Heather Daley	Mar-Apr 18	Completed	100%	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 Commissioning & Health (Joint post with the CCG - appointment made February 2018) - DD Children's Social Care (substantive post holder on outward secondment)
19. Implement actions from Clear Up Project					
Key Milestones					
Publish report	Asmat Hussain	Apr-17	Completed	100%	This has been completed as planned.
Report and recommendations to Full Council	Asmat Hussain	Jun-17	Completed	100%	This has been completed as planned.
Implement recommendations from Clear Up Project	Asmat Hussain	July 17 onwards	On Target	75%	The Clear Up Board made recommendations for action in respect of a total of 41 of the 66 allegations that had been reported to the Clear Up Team. As at 26th February 2018, 30 of those 41 had been fully actioned leaving 11 cases outstanding. Progress has been made on those 11 cases as 23 of the 37 recommendations associated with those 11 outstanding cases have also been completed.
Review progress against implementation	Asmat Hussain	Quarterly	On Target	75%	As per above.
Review Whistleblowing arrangements and implement new scheme	Heather Daley	May-17	Completed	100%	A Report went to GPC on 12 October 2017 with a revised Whistleblowing Policy, Procedure, Guidance for Managers and Guidance for Investigators as well as Action Plan for the implementation of a more effective whistleblowing framework. The Whistleblowing Policy and supporting documents have been relaunched with the widest possible audience. All political group Leaders will be asked to encourage the promotion of the policy within their group membership. The Audit Committee will be the responsible committee for the oversight of Whistleblowing and will be asked to assess the effectiveness of the Policy as well as monitoring the implementation of the policy. An e-Learning module has been prepared and is to be added to new Learning Management System (LMS) as well as forming part of the Learning and Development Core Offer training packages for all staff and Members. It will be mandatory for officers.
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%	This has been completed as planned.
Workshops with key stakeholders held to identify issues	Heather Daley	Feb-17	Completed	100%	This has been completed as planned.
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	Overdue	80%	A briefing report on employment policies, provisions and procedures was considered by General Purpose Committee in October 2017 and ongoing engagement with the trade unions continues. Engagement with staff will follow - re-estimate time for this is now Q2 2018/19
Implement changes to practice through (a) BP training (b) management and staff training	Heather Daley	(a) Sept-17	Overdue	50%	Close working with employment lawyers within Legal services taking place via weekly meetings. HR restructure consultation concluded January 2018 and new structure being implemented which strengthens requirement and provision for expertise, training and mentoring, quality assurance and proactive management of employee related matters.
21. Develop and implement refreshed employee values					
Key Milestones					
Staff survey completed	Heather Daley	Jan-17	Completed	100%	This has been completed as planned.
Focus Groups	Heather Daley	Feb-17	Completed	100%	This has been completed as planned.
Revised values developed and: (a) communicated (b) staff engaged via their managers	Heather Daley	Mar-Apr 17 (a) August (b) By October	Completed	100%	Core values launch week held in October across different Council sites. Engagement tool publicised to all managers. Significant engagement achieved and further on going activities planned.
22. Deliver Year 1 of Smarter Together Programme					

Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
Key Milestones					
Resource programme and project roles	Heather Daley	May-17	Completed	100%	This has been completed as planned.
Programme plans mapped to MTFS to ensure benefits are realised	Neville Murton	Jun-17	Completed	100%	This has been completed as planned.
Change managed and staff engagement maintained and measured via staff pulse surveys	Heather Daley	Jan-18	Overdue	45%	A staff survey is planned for autumn 2018 that will measure any changes to levels of staff engagement.
Year 1 MTFS benefits realised via Programme	Neville Murton	Mar-18	Completed	100%	Slippage and non achievement of savings has been included in relevant budget management reports to Members. The latest position (P10) indicates achievement of 89% of programmed savings. Progress against the delivery of saving and growth (Investment) proposals continues to be reviewed at quarterly portfolio performance meetings by the Mayor and Lead member (Resources). Overall the Council's financial position is healthy with an estimated £1.5m General Fund underspend currently projected.
Smarter Together Programme plans delivered	Neville Murton	Mar-18	Completed	100%	The Smarter Together programme has moved into delivery stage. Activity is now underway to deliver a series of quick wins to manage demand and achieve efficiencies within this financial year to support achievement of savings targets. In parallel, we are continuing work on change initiatives identified in the MTFS and the invest to save initiatives to achieve our vision of becoming an outcomes-based organisation. A number of controls have been introduced to make sure our priority change initiatives are sufficiently resourced and progress against plans is expedited. We have increased our efforts to manage risks and dependencies on early warning signals and triggers for senior leadership escalation and attention. A rigorous process for managing benefit delivery has been agreed. The iterative process of benefit validation has commenced to provide assurance that benefits are on track, being monitored effectively and instances of over or under delivery are quickly identified and acted upon. A benefits dashboard is being developed to strengthen the monitoring process for MTFS and other council efficiency initiatives
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%	All recommendations from the Ofsted Inspection have been reviewed and are responded to through the activities and outcomes identified in the Children's Services Improvement Plan. This Plan is updated regularly by the Interim Divisional Director for Children's Social Care. Progress against key improvement targets is reported monthly to CLT in the form of the Children's Services Improvement Summary Report, and quarterly to Cabinet through the Quarterly Children's Services Improvement Report.
Review Annual Residents Survey 2017	Sharon Godman	May-17	Completed	100%	In addition to this, the Children's Services Improvement Board and Operations Group forward plan reports on progress against key areas for improvement, as well as discussing and scrutinising the Improvement Summary reports.
Establish regular meetings of Tower Hamlets Partnership	Sharon Godman	Apr-17	Completed	100%	This has been completed as planned. The Partnership organised a Summit with over 100 organisations and nearly 300 stakeholders in attendance to develop a shared vision and priorities for the borough.
Investors in People Gold Accreditation	Heather Daley	Dec-17	Completed	100%	IIP reaccreditation assessment took place in December 2017 and an organisation-wide action plan to ensure retention of IIP silver accreditation has been drawn up by senior managers. This now needs to be reviewed by the assessor.
ADASS Peer Review	Denise Radley	Apr-17	Completed	100%	This has been completed as planned and reported in Q1.
Undertake a programme of improvement work with LGA	Sharon Godman	Apr 17- Mar 18	Completed	100%	The Corporate Peer Challenge proposal was agreed by the Best Value Improvement Board at their last meeting. Planning for this is currently underway and will be held in June 2018. A Members Seminar was jointly delivered with the LGA on Members role in Children's Services. A Planning Peer Review will also be undertaken with LGA.
24. Complete phase 2 of Officer Schemes of Delegation					
Key Milestones					

Activities	Lead Officer	Deadline	Status	%Comp	Year-End Comments
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	Asmat Hussain	Jun-17	Overdue	75%	The Council Scheme of Delegations (SOD) is being reviewed, the first stage is the Council Overall Scheme which will form part of the Constitution and agreed by CLT. Any subsequent changes to the Constitution will follow the governance process changes to the constitution including General Purpose Committee . The Second Stage will be departmental SOD and each Directorate to review and update their Departmental SOD which will require publication within the Council. The work in underway and due to be completed in the summer 2018 be reported to CLT this quarter.
Circulate revised proposed Officer Scheme of Delegations to Corporate and Divisional Directors	Asmat Hussain	Jul-17	Overdue	0%	This will be considered once the Corporate Scheme of Management has been finalised.
Corporate Director and Monitoring Officer sign off on respective Officer Scheme of Delegations for Directorates	Asmat Hussain	Sep-17	Overdue	0%	As above
Report to Cabinet on the final Officer Scheme of Delegations	Asmat Hussain	Nov-17	Overdue	0%	As above
Report to General Purposes on the final Officer Scheme of Delegations	Asmat Hussain	Nov-17	Overdue	0%	As above
Report to Council on the final Officer Scheme of Delegations	Asmat Hussain	Nov-17	Overdue	0%	As above
25. Review and implement Member/Officer Development work programme					
Key Milestones					
Review and update Planning Code of Conduct	Asmat Hussain	Apr-17	Completed	100%	This has been completed as planned.
Review and Update Member /officer Protocol	Asmat Hussain	May-17	Completed	100%	This has been reviewed and updated and reports have gone to GPC on 5 July 2017 and 12 October 2017 and to SAC on 19 October 2017. Report agreed by Council on 20 November 2017
Corporate Induction to include session on Member and Officer Protocol	Asmat Hussain	Jun-17	Completed	100%	The revised Member/Officer Relations' Protocol will be cascaded down to DLTs, SMTs and Team Meetings. It will also form part of the Induction for both Members and new members of staff. Corporate Inductions include a session on Member/Officer Protocol delivered by the Corporate Director Governance.
Develop and agree Member to Member protocol	Asmat Hussain	May-17	Completed	100%	This has now been included in the Member/Officer Relations Protocol and which was agreed at GPC on 12 October 2017 and to SAC on 19 October 2017. Report agreed by Council on 19 November 2017.
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%	Findings 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 has been completed as planned.
Annual Officers Declaration of Interest 17-18	Heather Daley	Jun-17	Completed	100%	This has been completed as part of the Personal Development Process and updated as and when circumstances change.
Audit of 2017-18 Staff Declarations of Interest	Minesh Jani	Dec-17	On Target	50%	This audit is planned and will be carried out following the refresh of declarations made by officers. All employees must complete a 'new' declaration of interest form by the 31st March 2018. This has been communicated to managers and employees through the Managers Briefing, the front page of the Intranet and individual liaison with managers whose staff do not have access to the online form in HR Self Service. An audit of the refreshed declarations will be carried out in Qtr 1 of 2018/19 financial year.
Annual Members Declaration of Interest	Asmat Hussain	Dec-17	Completed	100%	This has been completed as planned.