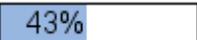
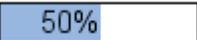
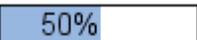
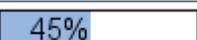
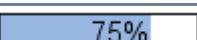
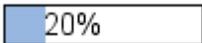
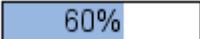
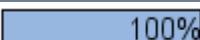
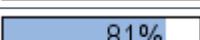


Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

Statu s		Action Title	Progress
	R1 & R2	The Council now needs to grasp opportunities and drive then pace of change to achieve the potential of the place. Be forward looking and learn the lessons of the past but not be fettered by them	<input type="text" value="78%"/>
	R10.25	Organisation & Culture Programme Board to drive behavioural and cultural change and improvement through the delivery of 6 work streams	<input type="text" value="40%"/>
	R10.26	Improve collaborative working and integration with partners to drive improvements against the 4 priority areas of the Tower hamlets plan:	<input type="text" value="100%"/>
	R10.27	Embed the TOWER values and behaviours	<input type="text" value="100%"/>
	R10.28	Continue to appraise and develop how the council leads	<input type="text" value="50%"/>
	R10.29	Improve the council's training and development offer through centralising Learning & Development and using the apprenticeship levy to upskill staff	<input type="text" value="100%"/>
	R10.30	Encourage behavioural change, recognise staff achievements and engage staff through innovative internal communication <new action>	<input type="text" value="100%"/>

Status		Action Title	Progress
	R11	Maximise the advantages of the Council's financial standing whilst instilling more robust financial discipline and delivery of efficiency and value for money.	
	R11.31	To further embed Outcomes Based Budgeting	
	R11.32	To strengthen the organisation's financial discipline	
	R11.33	To fully implement the revised capital strategy and governance arrangements	
	R2.1	Work with partners to deliver the priorities and themes in the Tower Hamlets Plan, with a specific focus on Public sector spend, - Communication campaign for the borough Impact of Brexit	
	R2.2	Deliver the Communications Strategy 2018/19	
	R2.3	Deliver the Communications Plan for the new Town Hall	
	R2.4	Deliver the Smarter Together Transformation Programme	
	R2.5	Undertake a strategic review of Assets	
	R2.6	Regeneration Board	
	R2.7	Develop a Growth and Economic Development Plan	
	R3	Be confident and bold about the Council's ability to be normal and even strive for excellence, review its risk appetite and take account of the role of Internal Audit in managing this.	
	R3.8	Refreshed Internal Audit. Approach to be more strategic and risk focussed, ensuring that the focus of internal audit plans are risk based, targeted to areas of strategic importance and delivered using a more proactive rather than retrospective approach	

Statu s		Action Title	Progress
✔	R3.9	Introduce the new Local Community Fund and monitor the implementation	 100%
✔	R4	Increase the pace of decision making and implementation by removing bad bureaucracy whilst retaining good governance	 100%
✔	R4.10	Complete a review of the Councils constitution to strengthen governance arrangements, improve accessibility and ensure it is user friendly.	 100%
✔	R4.11	Review the Councils Governance structure to provide clarity on the Scheme of Management and Key Decisions	 100%
✔	R4.12	Undertake a council wide review of strategies and boards including partnership boards and groups.	 100%
▶	R5	Address the barriers to sustainable change such as the over use of interims and agency staff, some of the practices of the Human Resources department and the problems with the ICT systems.	 30%
▶	R5.13	Establish a HR Policy Working Group to review existing and develop new policies and procedures to ensure HR is at the forefront of delivering change.	 20%
▶	R5.14	Increase the number of permanent staff	 30%
▶	R5.15	Improve the IT infrastructure	 40%
▶	R6	There needs to be an unrelenting focus on the previous areas of failure including Children's Services	 72%
✔	R6.16	Establish a cross party and public facing Transformation and Improvement Board to monitor the Council's ongoing improvement activities	 100%
✔	R6.17	Ensure the improvement in Children's Services is given the highest priority	 100%
▶	R6.18	Develop and deliver a programme of service reviews which focus on improving operational	 30%

Statu s		Action Title	Progress
		effectiveness	
	R6.19	Implement actions to address the recommendations of the LGA Planning Peer Review	
	R7	Reform the services that are still traditional and paternalistic	
	R7.20	Review the Mayor's key priority areas	
	R7.21	Deliver the Customer Services Transformation Team	
	R7.22	Deliver the Adult Social Care Improvement programme	
	R8	Maximise the potential, ability and enthusiasm of all members	
	R8.23	Build on the Members Induction programme	
	R8.24	Support the development of Councillors role at scrutiny through a range of initiatives.	
	R9 & R10	Further break down silos and embed cross organisational working. Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation	
	TIB	Transformation and Improvement Board	

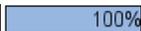
Recommendation 1&2

R1: The Council now needs to grasp opportunities and drive the pace of change to achieve the potential of the place

R2: Be forward looking and learn the lessons of the past but not be fettered by them

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R2.1	Work with partners to deliver the priorities and themes in the Tower Hamlets Plan, with a specific focus on Public sector spend, - Communication campaign for the borough Impact of Brexit	Sharon Godman	Tower Hamlets Partnership Executive Group
Progress	Q3 Update	<p>The council has continued its awareness raising campaigns around the EU Settlement Scheme. To ensure vulnerable groups have been captured in communications about the scheme, tailored materials have been distributed to key partners in the borough to help target these groups and to help advertise local immigration support services. Collaboration with members of the Grant Funded Network, commissioned by the Home Office to assist with applications, has been on-going.</p> <p>Key considerations have also been made towards potential risks arising from Brexit. Council services have mapped areas of consideration and have identified mitigating actions to alleviate any risk. Contingency planning for national level issues, such as risks to food, fuel, and medicine have taken place and the council has engaged its service providers in these areas to seek reassurance. This planning will continue alongside any advice distributed to local authorities by central government in the lead up to Brexit.</p>		
	Risk			

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R2.2	Deliver the Communications Strategy 2018/19	Andreas Christophorou	
Progress	Q3 Update	<p>Campaigns: 18 gold and silver campaigns with multi-channelled communications plans based on the OASIS model have been developed and delivered across the year. Two campaigns, including our long-term place campaign, are in the research and development stage and will be carrying over into the next financial year. The new communications strategy shows which other campaigns, with updates and potential new approaches, will be continuing into 2019/20.</p> <p>Seven entries for external campaigns and communications activity were shortlisted for awards this year - with one highly commended and two wins from the LGC, Comms 2.0 and PRCA.</p>		

Progress	Q3 Update	To further support the communications of the Smarter Together narrative and the story of our move to the new Town Hall we are in the process of installing lightboxes in our other main sites: Albert Jacobs House and John Onslow House. This will help us to continue to engage staff in the transformation of the council, and improve awareness of Smarter Together/Town Hall story internally
	Risk	

Status	Action Title	Ownership Managed By	Monitoring Group
	R2.4 Deliver the Smarter Together Transformation Programme	Will Tuckley	Transformation Board
Progress	Q3 Update	The Smarter Together Programme, which encompasses most of the council's transformational change, is proceeding broadly to plan for this year. Whilst we have had some challenges this quarter we continue to see progress. Progress this quarter includes: <ul style="list-style-type: none"> • Re-tendering for the secondary schools catering contract. • Several key customer journeys are now available online • Rolled out replacement multi-functional devices (printer / scanner / copier) across the whole estate 	
	Risk	Changed due date from 30th April 2022 in order to set a trigger.	

Status	Action Title	Ownership Managed By	Monitoring Group
	R2.5 Undertake a strategic review of Assets	Ann Sutcliffe	Asset Management Working Group
Progress	Q3 Update	<p>Workstrand A We have met with 12 services including representatives from Adults, Children's and CCG. A narrative for each meeting has been prepared and overarching report is currently being compiled which will rank the opportunities identified by investment required, ease of implementation and timeframe for implementation. The draft report will be ready by the end of November.</p> <p>Workstrand B Opportunities reports for 9 buildings have been prepared and are currently being reviewed / considered. A further list of 9 properties is under review and due to be completed by mid- December. A number of opportunities have already been brought forward including Brady Centre Landlord and Tenant Management and Rushmead feasibility.</p> <p>Workstrand C We are in the process of reviewing the existing hoarding sites in the borough and potential new sites. This will involve working with other service directorates in the Council. The transfer of the HRA commercial portfolio to the general fund falls under this work stream.</p> <p>Workstrand D</p>	

		Workshops have been held with Facilities Management representatives where a number of opportunities for savings have been identified. These are currently under investigation and will involve reducing the standard of cleaning within certain buildings. FM are working on a target 5-10% reduction which would see cost savings between £50-£100K. As part of the project there are proposed savings of £1M. These savings are a minimum target for the Asset Strategy and will be delivered through financial efficiencies and income that will be identified through the Property Asset Strategy.
45%	Risk	

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R2.6 Regeneration Board	Ann Sutcliffe	Regeneration Board
Progress	Q3 Update Regeneration Delivery Plan: We have now completed the Regeneration Delivery Plans for four areas: Isle of Dogs and South Poplar, City Fringe, the Central Area and Lower Lea Valley. These four areas correspond to the four sub areas in the new Local Plan that will be adopted in December Cabinet. The focus of the regeneration delivery plan has been on three areas designated as Opportunity Area in the London Plan: Isle of Dogs and South Poplar; City Fringe & Lower Lea Valley. Recruitment: The regeneration team is an interim team with five full time positions. From 6th November, the team will only have 3 full time officers in post as two officers who were recruited on a secondment basis have returned to their substantive posts. We have made an offer to an internal candidate for Regeneration Manager position and have interviews scheduled towards the end of Nov 20-19 for the Regeneration Project Manager position. Once delivery plans are finalised an assessment will be made concerning capacity and whether additional resources are required to drive forward delivery. This assessment is expected to take place in Dec 2019/Jan 2020. Regeneration Board & Area Boards The borough wide regeneration Board meets monthly and so far we have convened 13 Board meetings that focused on a range of issues focussed around delivering regeneration outcomes in the borough(14th Board meeting scheduled on the 21st November). Three of four Regeneration Area Boards have now been set up and they are scheduled to meet on a quarterly basis. The Boards will be responsible for overseeing the implementation of the regeneration delivery plan for the areas. So far area boards have been convened for all the three areas - Isle of Dogs and South Poplar, Lower Lea Valley and City Fringe. An officer led working group will be set up for the Central Area to monitor regeneration outcomes and help prioritise resources in areas undergoing significant change. This working group will be set up in the coming months and chaired by Karen Swift (Divisional Director for Housing). Presentations Regeneration Delivery Plan was presented to Transformation Improvement Board on 9th September. The feedback was positive and officers will incorporate comments received at the meeting in the emerging delivery plan. Regeneration Delivery plan will be presented to Overview and Scrutiny Sub Committee on 26th November to receive feedback on the approach and more specifically on the activities proposal in the four areas. External Facing Document An external facing document is being prepared to present the Council's approach to Regeneration . This document is still in draft stage and will be		

		developed in the coming days. The document will be presented to Cabinet on 29th January . The document will be presented to CLT on the 10th and MAB on the 8th January for endorsement.
90%	Risk	

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R2.7	Develop a Growth and Economic Development Plan	Vicky Clark; Judith St John High Streets & Town Centre Working Group; Strategic Plan Monitoring
Progress	Q3 Update	<p>Growth and Economic Development Plan. A key theme of the Growth Plan concentrates on how we can prepare young people for success. Interventions under this theme take a targeted approach to enable young people to access information about their career options early on. The objective is to help young people understand the range of opportunities open to them early on. In partnership with the East London Business Alliance, a ‘transition from education to employment’ pilot project, called “Careers Carousels” was run at Swanlea School from October 2018 to July 2019. This involved three careers education events. The pilot has resulted in recommendations for the future including a Head Teachers initiative and further partnership working options – potentially via THEP, ELBA and specialist careers guidance providers. These recommendations are currently under consideration and we will be in a position to update further in due course’</p> <p>Visitor Economy Place campaign: Tower Hamlets Partnership Board has approved the development of the place campaign to launch stage in summer 2019. They agreed that the council should follow a similar approach to the Belfast place campaign.</p> <p>In October, the Divisional Director of Communications met with the Tower Hamlets Partnership Comms Group and also secured their support.</p> <p>In November, the Chief Executive wrote to the Tower Hamlets Partnership Board members to ask for contributions to the funding of the next stage of the campaign development. This is ongoing but has resulted in contributions from members. We are now about to commission an agency to develop the campaign branding and content for launch in the spring.</p> <p>Refreshing council brand guidelines: We are in the process of finalising new guidelines and look and feel for council branding (while not changing the logo) This will have an impact on the visitor economy as it will lead to new signage for assets including borough boundaries, our parks, advertising and council fleets</p> <p>High Streets and Town Centre Strategy Implementation of the High Streets and Town Centre Strategy is progressing with new programmes starting and delays resolved. Brick Lane- Public realm design has been progressed with design including traffic calming and pedestrianisation measures. Progression of this</p>	

		<p>element has been delayed by 18 months however to dovetail with the Liveable Streets programme on Brick Lane. Separate work on the public realm design and Banglatown arch pedestrianisation plans has been agreed and the redesign of Banglatown Arch with a detailed consultation plan started in October.</p> <p>Roman Road West– Community engagement events were held in November to show development work to date re: public realm and market square, shopfront improvements and proposed conversion of lock-up to workspace. Further discussion is planned in Q3 with Queen Mary University to agree scope of design work for Network rail arch and pedestrian route from the campus to the town centre.</p> <p>Middlesex Street: A training and support programme has been launched in Petticoat Lane Market to encourage the take of women as traders. This programme will continue throughout Q3 with more women traders joining the market as they complete training.</p> <p>Watney Market and Bethnal Green New canopies for market traders in Watney Market and prototype for Bethnal Green ordered and shop front improvements plans being developed for Bethnal Green.</p>
75%	Risk	

Recommendation 3

R3 Be confident and bold about the Council's ability to be normal and even strive for excellence, review its risk appetite and take account of the role of Internal Audit in managing this

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R3.8 <i>Refreshed Internal Audit. Approach to be more strategic and risk focussed, ensuring that the focus of internal audit plans are risk based, targeted to areas of strategic importance and delivered using a more proactive rather than retrospective approach</i>	Paul Rock	
Progress	Q3 Update This action has been delivered. The 2019/20 internal audit plan has been developed following full consultation with the Corporate Leadership Team and Divisional Directors. The plan has been further developed to take into full consideration the key strategic risks held both at a corporate and directorate level. In addition, the current audit activity has been revised in year to be more consultative to provide ongoing / embedded assurance to key projects and initiatives.		
100%	Risk		

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
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	R3.9	<i>Introduce the new Local Community Fund and monitor the implementation</i>	<i>Sharon Godman</i>	Grants Determination Committee; Grants Scrutiny Sub-committee
Progress	Q3 Update	The Local Community Fund (LCF) was presented and agreed at Cabinet on 31 st July 2019. The programme includes over 50 projects that will deliver a diverse range of activities against the five priority areas and outcomes of the LCF. Contract mobilisation will commence as soon as possible alongside a transition support programme for organisations who were not awarded any funding. Monitoring and reporting arrangements for the LCF will be developed and updates will be provided to the Overview & Scrutiny Committee and Grants Determination Committee.		
100%	Risk			

Recommendation 4

R4: Increase the pace of decision making and implementation by removing bad bureaucracy whilst retaining good governance

Status	Action Title		Ownership Managed By	Monitoring Group
	R4.10	<i>Complete a review of the Councils constitution to strengthen governance arrangements, improve accessibility and ensure it is user friendly.</i>	<i>Asmat Hussain</i>	CLT; General Purpose Committee
Progress	Q3 Update	Action Completed in July 2019 (See Q2 update) The main Constitution and revisions were agreed at Council on 17 July 2019. The only outstanding action is for Directorates to agree their individual Schemes of Delegation which are then put into Part D of the new Constitution.		
100%	Risk			

Status	Action Title		Ownership Managed By	Monitoring Group
	R4.11	<i>Review the Councils Governance structure to provide clarity on the Scheme of Management and Key Decisions</i>	<i>Asmat Hussain</i>	CLT; General Purpose Committee
Progress	Q3 Update	The new scheme of management and key decision thresholds were signed off at Council on 17 July 2019.		

 100%	Risk			
<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R4.12	Undertake a council wide review of strategies and boards including partnership boards and groups.	Sharon Godman	CLT; Partnership Boards
Progress	Q3 Update	Strategy review completed with a more focus on delivery of council's priorities Board reviews have been completed and there remains ongoing discussion with internal and external stakeholders Update provided in March 2019 as below: Services across the organisation were engaged and 61 strategies were identified. Of the 61 strategies, 15 were statutory and 17 were from partnership boards. The aim now is to streamline this into 47 strategies to support service delivery and achieve the strategic plan.		
 100%	Risk			

Recommendation 5

R5: Address the barriers to sustainable change such as the over use of interims and agency staff, some of the practices of the Human Resources department and the problems with the ICT systems

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R5.13	Establish a HR Policy Working Group to review existing and develop new policies and procedures to ensure HR is at the forefront of delivering change.	Amanda Harcus	CLT
Progress	Q3 Update	A proposal for how to manage this process going forward has been developed. New arrangements will be put in place in the New Year.		
 20%	Risk			

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R5.14	Increase the number of permanent staff	Amanda Harcus;	Children's Services

			Debbie Jones; Denise Radley	Improvement Board
Progress	Q3 Update	<p>In Children's Social Care we have reduced our vacancy gap further from 26% to 19.55%. We have converted 10 agency staff as well as recruiting 16 permanent social workers. We have recruited 35 NQSW and launched the SW Academy. Turnover has decreased further to 10.58%.</p> <p>We are working on replicating some of this work for Adult Social Care. Workforce stability has improved (see turnover). Sickness levels are improved slightly (greater resilience with a more stable workforce). Caseloads are close to or at target levels. Engagement levels are good. We are stretching our recruitment targets for 2019 & 2020 to fill our permanent vacancies.</p> <p>We are setting SLA's for the Resourcing Team and social care managers to improve recruitment timescales. We are contributing to the development of the national social work apprenticeship scheme and exploring how we can encourage existing employees to join the scheme when it is launched later this year/early next year.</p>		
<input type="text" value="30%"/>	Risk			

Status	Action Title		Ownership Managed By	Monitoring Group
	R5.15	Improve the IT infrastructure	Adrian Gorst	Digital Portfolio Board; Frontline Services Board
Progress	Q3 Update	<p>Projects in Progress Mosaic Transformation The hosted environments created and completed transfer of data from Frameworki to the Hosted environment. Commenced test conversion from Frameworki to Mosaic, Configuration has begun and phase 1 go live is expected in December 2019.</p> <p>Improving Digital Connectivity within the borough Quarter 2 has focused on working with the three operators (Community Fibre, Hyper Optic and Virgin Media) to agree specific operator versions of for the wayleave agreements. In conjunction with this activity the project has worked with THH and operators to identify pilot/launch survey sites to enable the operators to demonstrate their survey documentation and approach on specified locations across the borough. One operator (Community Fibre) has now completed the wayleave process and all paperwork has been completed and signed by both parties. Pilot/launch site surveys have been progressing with one of the operators having now visited site. A survey pack (Phase I Works Documents) will be submitted as a result for consideration.</p> <p>The programme has now based itself at THH offices one day a week and has met with the majority of all key THH stakeholders as part of the mobilisation phase prior to the rollout commencing</p> <p>Telephony Review An independent review of the telephony service has been completed and presented to the Divisional Directors of IT and Customer Services. Next steps to be decided.</p> <p>End User Computing – Laptops</p>		

		Phase 1 pilot has begun and change activities are commencing. We have shortlisted a EUC supplier and rollout has begun with 50 devices rolled out so far.
40%	Risk	

Recommendation 6

R6: There needs to be an unrelenting focus on the previous areas of failure including Children's Services

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R6.16 <i>Establish a cross party and public facing Transformation and Improvement Board to monitor the Council's ongoing improvement activities</i>	Sharon Godman	
Progress	<p>Q3 Update</p> <p>The Transformation & Improvement Board was set up and met for the first time on 18th December 2018. The Board aims to support the Council to be a modern and efficient organisation by delivering transformation and improvement that improves services and outcomes for local residents.</p> <p>The TIB's work programme will focus on a number of key improvement areas, this includes: • Ensure all outstanding actions from the BVIP are completed; • Provide oversight to the delivery of the LGA Corporate Peer Challenge and Planning Peer Challenge action plans; • Review the performance and findings of the Regeneration Board, which is aiming to improve how the council benefits from growth and make better use of its infrastructure; • Provide challenge and direction to the Adult Social Care and Children Social Care improvement programmes and ensure these highly critical services are making the required progress; • Monitor the implementation and progress of external facing transformation programmes such as the Customer Access transformation. • Review the operational effectiveness and progress of key services in relation to the Mayor's key priority areas, specifically: safer communities and ASB, housing and capital delivery, cleaner streets and environment, work and greater prosperity, and a new vision for regeneration.</p> <p>The board has performed a number of spotlight reviews including: Customer Services Transformation Plan, Adult Social Care Improvement Programme, Cleaner Streets and our local environment and Integrated health and social care. The Board also have oversight of the Tower Hamlets Improvement Plan and the Children's Services Improvement Programme. The Tower Hamlets Improvement Plan has been uploaded into Pentana to improve monitoring and reporting arrangements.</p>		

100%	Risk	

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R6.17 <i>Ensure the improvement in Children's Services is given the highest priority</i>	Debbie Jones	Children's Services Improvement Board
Progress	Q3 Update <p>The full Inspection of Local Authority Children's Services (ILACS) took place in June 2019. The result of the inspection was that Children's Services in Tower Hamlets are now graded as GOOD for overall effectiveness. This judgment includes sub-judgments for effectiveness of services for children and families in need of help and protection, looked after children and care leavers and the effectiveness of leaders. All of these areas were also graded as GOOD.</p> <p>Prior to the inspection, the Children's Services Improvement Board (CSIB) and the Operational Group continued to meet regularly. The "Quad" also continued to meet up until the inspection took place. The stated aim that Children's Services will be graded as GOOD by the time of the next inspection has been achieved.</p>		
100%	Risk		

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R6.18 <i>Develop and deliver a programme of service reviews which focus on improving operational effectiveness</i>	Sharon Godman	Performance Improvement Board; Transformation Board
Progress	Q3 Update <p>Service reviews are progressing as scheduled, with the following exception: The Improvement & Efficiency Review (I&E) of Street Care has been postponed. The review will commence in December 2019. Findings and recommendations will be reported to PIB in Q4 2019/20. The reasons for postponement include:</p> <ul style="list-style-type: none"> • Responding to a request by the Divisional Director for Public Realm for the I&E review to commence following the completion of an organisational restructure affecting Streetcare services, although delivered ahead of the insourcing of waste services • Staff resourcing issues affecting the completion of two I&E reviews within Place within same timelines and PIB reporting cycle 		

		<p>A scope of the Street Care review has been agreed. The desired outcome of the review includes improving the effectiveness of the new waste management system. This includes through streamlining existing processes for managing service requests with updated process map(s) and clear lines of responsibilities, thereby achieving an improvement in the customer journey and satisfactions levels with the new in-house service. The principal fieldwork of the review will commence (Dec 19) once the Markets Review has been completed, when the resources become available.</p> <p>A standardised report template has been prepared – allowing PIB to assess scope, method, key findings, recommendations, and implementation options for all reviews</p>
30%	Risk	

Status	Action Title	Ownership Managed By	Monitoring Group
	R6.19	Implement actions to address the recommendations of the LGA Planning Peer Review	Ann Sutcliffe
Progress	Q3 Update	<p>An Action Plan has been agreed with the Corporate Director of Place. Work has commenced on recommendations 3, 5, 6, 7, 8, 14, 15, 16, 17 and 18. Progress has been made on implementing the action plan, including</p> <ul style="list-style-type: none"> • A new Divisional Director for Planning & Building control has been appointed and starts in February 2020; • Implementation of the new Statement of Community Involvement; • The first large pre-application briefing session in live committee has been scheduled for a development for Marian Place gas Works, Bethnal Green; • Working recent communications and relationships hard to illustrate the value added of the planning service rather than just cost; • Formal changes to the committees' terms of reference have been adopted to reflect the new pre-application engagement protocol; • Planning is now embedded alongside the new regeneration service and helping define working approaches together as governance arrangements mature and workloads grow; • The Division held its first ever divisional event in September 19 to engender a sense of togetherness and support so it can build confidence to better engage as a service. • A Developers Forum was held in October 19 with strong attendance from major developer interests across the borough, engaging and listening to concerns of the industry, especially responding to feedback about the range and cost of services offered; • As part of the drive to implement infrastructure projects the Local Infrastructure Fund (LIF) has identified a range of projects across the borough through consultation which are now being readied for delivery locally; • Next phase consultation begun in October 19 on further LIF infrastructure funding; • The Division continues to work with Neighbourhood forums, especially on neighbourhood plans and has started reviewing all web-based material to ensure support available is clear and expectations can be managed; • Discussions have begun around defining the core ingredients of a Divisional Staff Training & Development Plan including options for buddying & mentoring schemes • Progress on all Planning specific recommendations will tracked in the P&BC Divisional Plan. 	

60%	Risk	

Recommendation 7

R7: Reform the services that are still traditional and paternalistic

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R7.20 <i>Review the Mayor's key priority areas</i>	Sharon Godman	Asset Management Working Group; Crime & Anti-social Behaviour Board; Regeneration Board; Transformation Board
Progress	<p>Q3 Update</p> <p>A programme of reviews has been scheduled into the Transformation & Improvement Board's 2019/20 work programme. To support the TIB in their reviews, pre meetings have been held with external board members, the Overview & Scrutiny Committee chair and the leader of the opposition with front line service managers to help shape their lines of questioning.</p> <p>In June 2019, the board looked into cleaner streets and our local environment and the implementation of the waste strategy which raised concerns about HMO's poor behaviour to waste disposal and recycling. The board suggested that a targeted engagement and enforcement approach towards estate agents was needed to address HMO challenges. The board looked into Health and Social Care Integration Plan and was it advised that there was a funding gap of £60M between NHS and CCG. The board also noted that there could be potential challenges around governance and local outcomes between the THT plan and Health and Wellbeing Board. The board reviewed the progress in delivering the Children Improvement programme. Key highlights include that recruitment of newly qualified SW's was on target, sickness rates had fallen. The Board noted that there remains further work to be undertaken on the role of corporate parenting.</p> <p>In Sep 2019, The Board looked into the regeneration delivery plan and employment – Work and Greater Prosperity. The regeneration delivery plan highlighted the growth development over the next 15 years e.g. homes, jobs, services and infrastructure. The board suggested that the action was required to address the approach in becoming consistent in order to have a proper strategic oversight of the borough's growth and regeneration programme. The board looked into the approach taken to improve greater prosperity in Tower Hamlets focussing specifically on measures taken to</p>		

		improve economic wellbeing outcomes for young people. A gap analysis suggests that more work is required in developing young people's soft skills what approach the Council and its partners can implement to support young people with their aspirations and economic wellbeing. The board noted The Council apprenticeship programme for young people has ensured that it will provide young people will get real-life experience, acquire new skills and earn while they learn.
70%	Risk	

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R7.21 <i>Deliver the Customer Services Transformation Team</i>	Shazia Hussain	Transformation Board
Progress	Q3 Update Online transactions for high demand services including – Benefits, Pest control, Parking, Housing options, Registrar's, bulky waste - Complete with Registrar's going live in the next 2 weeks. Moving to a single number for the council has been completed - Complete Specification for the Customer Relations Management system completed so a system can be procured - Complete Products have been tested and are at a soft launch stage - Complete Phase 2 about to commence. – Complete with phase 2 transactions identified and a resource plan is being developed		
100%	Risk		

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R7.22 <i>Deliver the Adult Social Care Improvement programme</i>	Denise Radley	
Progress	Q3 Update The Adult Social Care Improvement programme commenced in May 2017, with the fortnightly Improvement Board meetings have been chaired by the Interim Divisional Director for Adult Social Care. The three main aims of the programme and key outcomes can be summarised as follows: <u>1) Improving the culture, practice and stability of the adult social care workforce:</u> a range of actions that have been carried out to improve this. These actions include bureaucracy busting initiatives, recruitment campaigns and a renewed focus on safeguarding and strength-based practice. The positive impact of these actions can be seen in our reduced use of agency staff, audit results, in staff feedback and in feedback from external experts. <u>2) Improving integration of health and adult social care:</u> The ASC Improvement programme oversaw a restructure of operational adult social care teams in 2018, so that teams are now split into four localities that are aligned with community health teams and that bring together Social Workers and		

		Occupational Therapists. The positive way this was managed was particularly highlighted in a recent 'Investors in People' assessment of the local authority who commented that "The Adults Social Care [restructure] ...demonstrates what can be achieved when restructure is done with emotional intelligence, open communication and staff involvement". Additionally, the improvement programme helped to develop an initial assessment team, with strong links to health partners.
		3) Improving the experience of adult social care users and carer: The 'end result' of the improvement work is to better use our resources to improve the experience of adult social care users and carers. In a practical sense this has seen reductions in waiting times and improved interactions with staff. 77% of service users say they "receive respectful, considerate care from social care staff" which is up 2 from last year. 93% SU say "social care helps to improve their quality of life – higher than London average. The improvement programme has now come to an end, however many of the outstanding complex, longer term challenges will be picked up through a new, ongoing ASC quality assurance board. These challenges are centred on culture change, recruitment, data quality and improving information and advice.
100%	Risk	

Recommendation 8

R8: Maximise the potential, ability and enthusiasm of all members

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R8.23	Build on the Members Induction programme	Asmat Hussain	Standards Advisory Audit Committee
Progress	Q3 Update	A personal development plan offer was made to all Members. This will now be a yearly offer each autumn. Feedback from those completed in 2018 were used to feed into plans for the 2019-22 training plan and this plan will continue to develop following feedback from future PDPs.		
100%	Risk			

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R8.24	Support the development of Councillors role at scrutiny through a range of initiatives.	Sharon Godman; Asmat Hussain	Overview & Scrutiny Committee
Progress	Q3 Update	General Purposes Committee on 25 th June 2019 agreed a report on Strengthening Local Democracy which included a number of actions to support		

		<p>the development of Overview and Scrutiny. This includes improving public engagement through holding meetings in community venues, using digital technology to allow residents to feed into the work programme, engaging all non-executive Councillors in the OSC work programme, developing and promoting Councillor Call for Action and supporting Members place shaping role by undertaking placed based scrutiny.</p> <p>Members and co-opted members of the Overview & Scrutiny Committee (OSC) and its three Sub-Committees attended a workshop on 15 June 2019 to discuss the work programme for the 2019/20 Municipal Year. This was a joint workshop across all Scrutiny Committees and was supported by the Centre for Public Scrutiny to help to develop a better co-ordinated approach to delivering Scrutiny in 2019/20. Furthermore, an online form was developed to capture resident's views on what they feel the focus areas for the work programme should be. All responses will be considered by Scrutiny Members and will be incorporated into agenda items or added to the work programme.</p> <p>A Scrutiny toolkit has been developed to support members to perform their role. The toolkit provides a summary of key information members need to know as well as a 'how to guide' approach to effectively Scrutiny. Furthermore, regular meetings have been set up for Scrutiny Leads to meet with their equivalent Cabinet Leads to discuss key issues and activity within their portfolio.</p>
100%	Risk	

Recommendation 9 & 10

R9: Further break down silos and embed cross organisational working

R10: Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R10.25 Organisation & Culture Programme Board to drive behavioural and cultural change and improvement through the delivery of 6 work streams	Will Tuckley	Tower Hamlets Partnership Executive Group
Progress	Q3 Update Following the completion of 2 work streams (the Target Operating Model and Outcomes Framework), work is well underway on a new work stream to improve 3 key corporate enabling functions- Strategy, Policy & Performance, Commissioning and Business Intelligence. We expect to begin delivery of 'quick wins' from January 2020 and complete design work on future ways of working by April 2020. Work is also ongoing to implement a more outcomes focused budgeting process and to review our work on organisational culture.		

40%	Risk	
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Status	Action Title		Ownership Managed By	Monitoring Group
	R10.26	Improve collaborative working and integration with partners to drive improvements against the 4 priority areas of the Tower hamlets plan:	Will Tuckley	Tower Hamlets Partnership Executive Group
Progress	Q3 Update	The Partnership Executive Group (PEG) has now concluded its Appreciative Inquiry approach, which focussed on all four themes of the Tower Hamlets Plan. It has now been agreed to explore the most cross-cutting, high level and strategic issues in the borough at the subsequent PEG meetings. Over the last year the Partnership has hosted a Business Summit, which brought together over one hundred businesses to discuss issues affecting them. The Children and Families strategy was developed in conjunction with partners to agree a shared vision for children in Tower Hamlets. The PEG highlighted substance misuse as a borough-wide issue to which all partners could contribute. The discussion has informed the development of the borough's substance misuse strategy.		
100%	Risk			

Status	Action Title		Ownership Managed By	Monitoring Group
	R10.27	Embed the TOWER values and behaviours	Amanda Marcus	Corporate Equalities Board; Organisation and Culture Programme Board
Progress	Q3 Update	360 degree feedback aligned to TOWER Values and Behaviours pilot commenced.		
100%	Risk			

Status	Action Title		Ownership Managed By	Monitoring Group
	R10.28	Continue to appraise and develop how the council leads	Amanda Marcus	
Progress	Q3 Update	The Council is preparing for the IIP assessor to visit in December 2019. A temperature check is currently being undertaken to see where the organisation is. In October 2019 OCPB agreed a revised timeline for 2020-2022.		

50%	Risk	
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Status	Action Title	Ownership Managed By	Monitoring Group
	R10.29 <i>Improve the council's training and development offer through centralising Learning & Development and using the apprenticeship levy to upskill staff</i>	Amanda Harcus	
Progress	Q3 Update	A good range of courses and provision is available. Induction offer has improved. There are 8 Council wide Apprenticeship courses running for staff.	
100%	Risk		

Status	Action Title	Ownership Managed By	Monitoring Group
	R10.30 <i>Encourage behavioural change, recognise staff achievements and engage staff through innovative internal communication <new action></i>	Andreas Christophorou	
Progress	Q3 Update	<p>We improved our Managers Briefing newsletter template – to help improve our engagement statistics. We have seen improvements in the open rates with an average open rate of 60 per cent.</p> <p>We continue to hold and support CLT with Yammer live sessions. The sessions are an opportunity for staff to ask a member of CLT any questions they may have. The last two sessions were supported by internal comms and there were a total of 54 posted messages. Over 4,500 messages were read, with over 1,800 of these message read by staff not subscribed to the group.</p> <p>In the last quarter a further 150 staff members have joined bringing the total to 1,365 with 712 members posting messages and 55,602 messages being read. At the Staff Conference in March, we encouraged staff to join and post live on Yammer – we received over 200 posts and comments during the event. We continue to promote the 'compliment a colleague' scheme, which recognises staff that has gone the extra mile and creates a constructive culture of positive recognition. We have received 502 compliments to date.</p> <p>The Smarter Together POD's continue to be held. The last two sessions focused on new ways of working and commercialisation. The Smarter Together POD sessions have been successful and there have been around 600 staff engaged in total through the sessions. We are currently planning the focus areas in line with council activity for the next few months.</p> <p>The Your Service, Your Idea scheme offers staff the opportunity put their views and ideas forward on how we can achieve better outcomes through better partnership working and digital innovation.</p>	

		<p>We are working with the Smarter Together team to communicate the ideas and to create an online live dashboard using Yammer. We are planning to launch this in the next few months. To be relaunched in June and will ongoing.</p> <p>In January the single telephone number was introduced to move away from multiple hotline numbers to simplify the process for residents. To support this change, we launched our Customer Service Promise and focussed on three of the 10 standards.</p> <p>Launched 10 promoted 3 challenge impacting is the technology to support</p> <ul style="list-style-type: none"> Resolve issues at first contact Say your name and service when answering the phone and follow out of office arrangements Keep your Active Directory staff details up to date
100%	Risk	

Recommendation 11

R11: Maximise the advantages of the Council's financial standing whilst instilling more robust financial discipline and delivery of efficiency and value for money

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R11.31 <i>To further embed Outcomes Based Budgeting</i>	Neville Murton	
Progress	Q3 Update No further update		
50%	Risk		

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R11.32 <i>To strengthen the organisation's financial discipline</i>	Neville Murton	
Progress	Q3 Update Good progress continues to be made		
50%	Risk		

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R11.33	<i>To fully implement the revised capital strategy and governance arrangements</i>	<i>Neville Murton</i>	
<i>Progress</i>	<i>Q3 Update</i>	Progress has stalled until additional resource can be brought in to align requests for new capital projects with funding steams		
<input type="text" value="30%"/>	<i>Risk</i>			