

Best Value Action Plan – Draft 6 month report

Best Value Area	Procurement	Overall Delivery Status GREEN
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Progress Summary

The Best Value Procurement action plan supports a range of immediate improvements as well as the broader transformation of the council's procurement practices. The action plan has been developed with consideration of the wider reform of public sector procurement recently implemented through the new Public Procurement Regulations 2015, Local Government Transparency Code and the launch of the National Procurement Strategy 2015.

The Procurement Action Plan has been structured around five key themes and will result in transforming the way the council undertakes procurement activities and engages with its suppliers. The five key themes are:

1. Strategy and Vision
2. Organisational Development
3. Governance, Systems and Procedures
4. Category Management
5. Commercial, Contracts and Risk Management

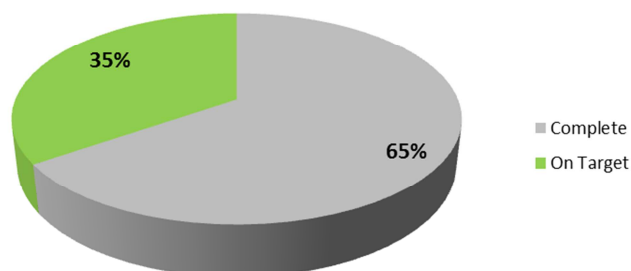
Key achievements

Considerable work has already been completed to transform the council's procurement activity. This includes:

- Detailed analysis of all third party expenditure for the financial year 2014-15 completed to identify key categories of third party spend and establish a clear category management strategy to ensure value for money (VFM) for these categories of spend, reduce costs and oversupply.
- New Directorate Procurement Dashboards developed to identify opportunities for collaboration and savings from the council's third party expenditure.
- New central contracts register linked to contract award implemented to capture all contracts above £25,000 including all procurement waivers.
- New Supply Chain Ethical Code of Code developed to strengthen adherence to ethical standards by suppliers delivering public services on behalf of the council.
- New procurement training programme developed to improve procurement knowledge and skills across the organisation. Training completed by 220 officers at end of November 2015.
- New Central Procurement Service introduced to strengthen the role of corporate procurement and to deliver improved value for money from the council's third party expenditure.
- Improved Finance and Procurement controls introduced to increase compliance and transparency of spend across the organisation.
- New supplier risk management initiative introduced (pre and post appointment).
- Procurement Procedures refreshed to reflect changes introduced through the Public Contracts Regulations 2015 and further strengthen internal compliance.

The chart below provides a summary of the council's position on the implementation of the Procurement action plan.

Procurement BV Action Plan



Broader Procurement Transformation

The recommendations and feedback from Commissioners have been considered and work is underway to incorporate these improvements as part of the wider Procurement Transformation Programme. Additionally, work has commenced in reviewing existing E-tendering solutions to ensure further streamlining of existing procurement practises and improved compliance on all third party expenditure.

Proposed Outcome Measures

The following set of outcome measures have been developed and will be used to track our progress in transforming procurement and ensuring that it provides value for money. An update is provided below:

OUTCOME	DATE	CURRENT STATUS
Savings, Compliance and Value for Money		
Refresh of procurement procedures, systems and governance resulting in minimal number of procurement waivers, full audit trails and central repository of all contracts over £5,000	April 16	<ul style="list-style-type: none"> Review of existing procurement systems and procedures has been completed to ensure compliance with new Public Contracts Regulations 2015 and central visibility of all contracts. Conditions for the use of procurement waivers have been strengthened including reduction of existing waiver threshold. Revised procedures launched December 2015. Options appraisal for the automation of low value procurement activity (below £25,000) is underway. Report is scheduled for February CMT.
Category Management strengthened and embedded resulting in increased transparency, reduced off-contract spend and savings opportunities from third party expenditure delivering excellent value for money.	April 16	<ul style="list-style-type: none"> Following consultation with Competition Board and Financial Strategy Group a pilot Procurement Efficiency Group has been established with agreed terms of reference to achieve overall outcome. Chaired by the Head of Procurement, the membership consists of Directorate Finance Leads, Finance Compliance Manager and Procurement representative.
Modernising Procurement		
New Central Procurement Service structure in place delivering effective compliance and efficient planned activity	Oct 16	<ul style="list-style-type: none"> Central Procurement Service has been re-structured to strengthen its governance role and deliver improved category management and supplier and contract management function. New service structure launched and recruitment is underway to fill vacant post.
Supplier and Contract Monitoring role implemented delivering more effective contract and supplier management to maximise the opportunities for additional cost savings and non-financial benefits	April 16	<ul style="list-style-type: none"> New Supplier and Contract Management function incorporated as part of the new Central Procurement Service. A new supplier quality assurance system to monitor quality and supply performance has been incorporated as part of the new three year corporate

		Procurement Strategy.
Supporting Local Economies		
Lean and efficient procurement practices to support greater take up by SMEs, including supplier briefing on all significant high value contracts.	April 16	<ul style="list-style-type: none"> • Supplier briefing has been implemented on all procurement activity above the EU threshold and on selected procurement below the EU threshold. • Further improvement to existing e-sourcing activity has been proposed as part of the business case to automate all procurement above £5,000.
London Living Wage - increased target each year from current performance of 80% of all applicable contracts.	April 16	<ul style="list-style-type: none"> • Application of all London Living Wage is included on all appropriate contracts. • Performance is reported to Competition Board on a quarterly basis as well as through the annual procurement report.
Community Benefits – employment and community benefits monitored and tracked to maximise benefits for local residents and demonstrate the impact achieved	April 16	<ul style="list-style-type: none"> • Monitoring and tracking of benefits secured through new procurement is currently devolved to directorate contract managers with no central visibility on performance. • To be addressed through the new Central Supplier and Contract Management function and introduction of the new Supplier Quality Assurance System.

15 milestones have already been completed and are therefore are not included. The remaining 11 are shown below.

Best Value: Procurement Action Plan BVPRP – Draft 6 month report						
Strategy and Vision						
Action / Recommendation		Lead				
New Procurement Strategy		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New three year Procurement Strategy to go live from January 2016.	Zena Cooke / Zamil Ahmed	Apr-16	On Target	70%	<p>The draft Procurement Strategy was developed and reviewed by the Council's Strategic Competition Board on 01/09/2015.</p> <p>A Commissioning and Procurement workshop with the Mayor and Cabinet was held in November to inform new strategy. Key actions identified as part of the workshop, including the need for the strategy to cover commissioning and procurement. Revised target date agreed (from December 15) at the 16th December BV Programme Board.</p>	Proposals on the key actions identified at the commissioning and procurement workshop to be developed. The draft procurement strategy to be revised to become a corporate Commissioning and Procurement Strategy.

Organisational Development						
Action / Recommendation		Lead				
Leadership and strategic alignment of procurement with Finance Director/s151 Officer, Executive and elected member champion for procurement		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New procurement training programme for elected members	Zamil Ahmed	Apr-16	On Target	50%	Training options around the scope and delivery have been assessed to incorporate new Public Contracts Regulation 2015 and internal governance process. Revised target date agreed (from December 15) at the 16 th December BV Programme Board.	Member training to be developed to reflect the Commissioning and Procurement Strategy.
Action / Recommendation		Lead				
Clear audit trails in place for all procurement activity in accordance with the Procurement Procedures		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Review of existing Procurement thresholds to comply with Transparency Code requirements	Zena Cooke / Zamil Ahmed	Apr-16	On Target	50%	Review completed. Revised target date agreed (from Jan-16) at the 16 th December BV Programme Board.	Proposals with recommendations to be presented to CMT in February 2016.
Automate all procurement over £5k through the e-tendering portal and publish	Zena Cooke / Zamil Ahmed	Apr-16	On Target	50%	Business Case has been developed. Revised target date agreed (from Jan-16) at the 16 th December BV	Proposals with recommendations to be presented to CMT in

as part of Transparency Code					Programme Board.	February 2016.
Link to central contracts register	Zena Cooke / Zamil Ahmed	Jan-16	Complete	100%	Link to central contracts register has been made available on the intranet and published through the London Contracts Register Service. Details of directorate contracts are reported through the quarterly procurement dashboards.	
Declaration of interest from staff involved in the procurement process centrally captured	Zena Cooke / Zamil Ahmed	Jan-16	Complete	100%	Included in the revised procurement procedures and through the HR System. Procurement Initiation Form has been revised to ensure central compliance monitoring and sponsor sign off.	
Action / Recommendation	Lead					
Availability of signed contracts	Legal Services/Procurement					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Undertake a review of the current status on signed contracts	Legal Services / Procurement	Apr-16	On Target	20%	Initial consideration of the options for the review at Strategic Competition Board completed.	Review of current status to be undertaken as part of the business case for the overall e-sourcing improvement programme.
Explore the possibility to deliver contracts by electronics means (e-tendering) to create a central repository of signed contracts	Legal Services / Procurement	Apr-16	On Target	20%	The options as presented at the BV Programme Board are being considered	An options appraisal will be completed in line with the actions agreed at the Board meeting.

Action / Recommendation		Lead				
Partnering and Collaboration		Competition Board / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
All significant procurements are assessed pre-procurement to identify the optimum route to market	Competition Board / Zamil Ahmed	Mar-16	On Target	20%	Implemented as part of the Tollgate Process. An analysis of all contracts expiring during 2016-18 has been completed to examine options for collaborations and to initiate early market engagement to examine options.	The assessment of all significant procurements will be undertaken as an on-going rolling programme
Action / Recommendation		Lead				
Develop a corporate approach to contract management to ensure best value and effectiveness from supply chain through better relationship management		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Integrate contract management within the Council's procurement and commissioning models	Zena Cooke / Zamil Ahmed	Apr-16	On Target	20%	The terms of reference for Strategic Competition Board and Competition Planning Forum have been updated and agreed at SCB meeting. New central Commercial and Contracts Monitoring role has been factored into the new procurement structure to lead on the implementation of the new Contract Management toolkit.	The recruitment of the Commercial and Contracts Manager post should be completed by February. The implementation of the new Contract Management toolkit and the integration of

					Revised target date agreed (from Jan-16) at the 16 th December BV Programme Board to enable completion of the recruitment exercise.	contract management will be undertaken by the post holder
Implementation of a contract management procedure /toolkit to facilitate contract monitoring to ensure consistency on contract management, performance and raise the standard of contract management across the Council	Zena Cooke / Zamil Ahmed	Apr-16	On Target	40%	Development of a new Contract Management Toolkit is underway to achieve the overall milestone. New central Commercial and Contracts Monitoring role has been factored into the new procurement structure to provide a central contract management support function and development of a new Supplier Quality Assurance Framework. Revised target date agreed (from Jan-16) at the 16 th December BV Programme Board.	The recruitment of the Commercial and Contracts Manager post should be completed by February. The implementation of the new Contract Management toolkit and the integration of contract management will be undertaken by the post holder.

Best Value Area	Grants	Overall Delivery Status: GREEN
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Progress Summary

Considerable work has been undertaken to review and develop new approaches to and processes for grant giving with the Commissioners. The proposals being developed include input from the Mayor and Deputy Mayor for Third Sector and take account of the involvement of Overview and Scrutiny Committee. Delivery against the Grants Action Plan continues to be strong.

Mainstream Grants (MSG)

The new Mainstream Grants Programme has been agreed and officers have finalised Grant Offer letters for the 131 projects. Officers are also ensuring rigour and robustness through a service level agreement negotiation process to provide assurance that projects deliver against agreed targets, particularly in relation to locality and equalities.

Grant Schemes

The council is adopting a more strategic and coordinated approach to grant management more generally. A Corporate Grants Register which brings together all key schemes across the Council has been developed. Work to ensure that the Council's grant arrangements are joined-up will be supported by a new consolidated grants service. Progress to date includes publication of a TH Grants Officers' Manual, improvements to monitoring arrangements and a schedule of risk based audits.

Governance

Under the Secretary of State's Directions, grant making is a Commissioner function. It is also recognised that existing grant schemes are currently subject to different development arrangements. A key priority over the next few months is to develop and agree appropriate governance, including how to ensure that the priorities, knowledge and views of the Executive and non-Executive Members inform the grant making process. The role of the Overview and Scrutiny Committee in relation to grants is also being defined as part of a wider review of the Committee's role.

Transparency

Work to improve transparency in relation to grants is on track, including with grant decision making taking place in public. In addition, a new public Grants Information Portal will enable access to a comprehensive range of information including at organisation and project level.

Community & Voluntary Service Strategy

The Council's existing Third Sector Strategy is being refreshed. The review provides an opportunity to ensure that the sector's role is aligned with, and supports the delivery of the council's, and partnership's key priorities. The draft strategy has been the subject of extensive consultation with the sector, THCVS, Members and officers and the action plan will be co-produced with the sector based on the outcome of the consultation. The strategy will be considered by the Mayor in Cabinet in April 2016.

Potential Outcome Measures

Better understanding the impact of grants and the outcomes they deliver is central to delivery of the Grants Action Plan. Improved monitoring arrangements and an independent evaluation of grant making are being developed to support this.

Performance measures are being clearly set out for each grant scheme. For example, in relation to MSG there are clear outcome measures for each theme. In addition, there will be a rolling, independent evaluation of grants to the third sector. This work will help identify, in a meaningful way, change that is attributable to specific grant work and inform the council's strategy for working with the voluntary and community sector going forward.

A significantly improved Grant Offer letter has been developed in order to ensure the delivery and capture of targeted output and outcome measures. A detailed report on monitoring processes and

arrangements was presented to the Performance Review Group on 26 October 2015. The MSG evaluation framework has now been completed and an independent organisation is currently being procured to undertake the evaluation. Additionally, all new grant programmes such as the revised and refreshed Tower Hamlets Community Fund and Community Buildings Support Scheme will have clear performance measures identified prior to launch with an evaluation framework built in from the start.

17 milestones have already been completed and are therefore not included. The remaining 18 are shown below.

Best Value: Grants Action Plan – Draft 6 month update report						
Strategy and Delivery						
Action / Recommendation		Lead				
Ensure service continuation pending agreement of new Mainstream Grants Programme		Zena Cooke				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Review of 2012/15 reported to Corporate Management Team, Cabinet and Overview and Scrutiny Committee (O&S)	Zena Cooke	Jun-16	On Target	55%	The specification and tender documentation has been produced to procure an independent organisation to evaluate the 2012/2015 programme.	The opportunity to bid for the evaluation work is being advertised in early January 2016. The successful bidder will be appointed in early February and the evaluation work will be completed by end of May 2016.
Action / Recommendation		Lead				
Deliver 2015-18 Mainstream Grants Programme		Zena Cooke				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Completion of service agreements with providers	Zena Cooke	Dec-15	Complete	100%	Officers have now completed all but one of the 131 Grant Agreements for the MSG 2015/18 Programme in line with the decision of the 29th July	Discussions to conclude the one remaining agreement are progressing but are linked to the organisation securing other external funding. The

Best Value: Grants Action Plan – Draft 6 month update report						
					Commissioners Meeting In Public.	agreement should be finalised by the end of January.
Action / Recommendation		Lead				
Bi-Annual Update of Community and Voluntary Service Strategy		Kevin Kewin / Zena Cooke				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Review all existing grant regimes (and other forms of aid) and their alignment to emerging Community Plan and Strategic Plan priorities, MTFP, voluntary sector compact and other key strategies	Kevin Kewin / Zena Cooke	Mar-16	On Target	75%	Officers across the Council are reviewing grant regimes and mapping them to Community Plan and Strategic Plan priorities. Source data to inform this exercise has been taken from the council's Grants Register.	The review should be completed by the end of January. The information will be presented to CMT with options on how to consolidate grant making across the Council.
Consultation and engagement on priorities for 3 rd sector	Kevin Kewin / Zena Cooke	Mar-16	On Target	50%	Consultation sessions have been held with officers, the THVCS and Members of the council, to inform the draft Voluntary and Community Sector Strategy.	The consultation period for the draft strategy will end in early February and feedback from the consultation will be used to inform the final draft that will be presented to Cabinet in April 2016. The strategy action plan will be outcome based and co-produced with the sector.

Best Value: Grants Action Plan – Draft 6 month update report						
Market assessment for alternative service providers	Kevin Kewin / Zena Cooke	Mar-16	On Target	20%	The draft strategy highlights the need to map all service providers across the borough.	Market assessment for alternative service providers will be undertaken as a key action within the strategy action plan.
Report to Commissioners/ Cabinet (post Directions)	Kevin Kewin / Zena Cooke	Mar-16	On Target	-		The report will be presented to the Commissioners and Cabinet.
Governance Arrangements						
Action / Recommendation						
	Lead					
Improve grant approval processes	Zena Cooke / Everett Haughton					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Ensure clear specifications, outputs and outcomes in advance, which differentiate between capacity building, innovative pilots and mainstream service delivery	Zena Cooke / Everett Haughton	Dec-15	Complete	100%	Grants Register completed and MSG specifications and outcomes delivered.	
Codify all grant appraisal and approval processes in one compact compliant framework	Zena Cooke / Everett Haughton	Dec-15	Complete	100%	Grants appraisal and approval processes codified in compact compliant framework.	

Best Value: Grants Action Plan – Draft 6 month update report

Action / Recommendation

Lead

Ensure and embed open and transparent of decision-making
Zena Cooke / Matthew Mannion

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Develop Mayor and cross-party consultation and review forum	Zena Cooke / Matthew Mannion	Mar-16 (Oct-15)	Revised Date Proposed	50%	Proposals to use the Overview and Scrutiny Committee as the cross party consultation and review forum have been discussed with the Mayor, the Deputy Mayor and the Chair of Overview and Scrutiny and will form part of the wider considerations of the work of Overview and Scrutiny Committee. A revised date for completion is proposed.	The wider review of Overview and Scrutiny's work programme will include the proposals for the Committee being the cross party consultation and review forum for grants. Proposals for the Mayor or his delegate to chair the governance arrangements for grant making (decisions in public meetings which will continue) will be developed for consideration by the Mayor and the Commissioners.

Action / Recommendation		Lead				
Develop robust evaluation of impact of grant programmes		Zena Cooke				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Annual review of approvals, outcomes and developments to CMT, Cabinet and Overview and Scrutiny Committee for all grant supported activities	Zena Cooke	May-16 (Mar-16)	Revised Date Proposed	75%	<p>The specification and tender documentation has been produced to procure an independent organisation to evaluate the 2012/2015 programme.</p> <p>The wider evaluation of Council Grants including that of the 2015/18 MSG Programme is included within the evaluation specification. A revised date for completion is proposed.</p>	The opportunity to bid for the evaluation work is being advertised in early January 2016. The successful bidder will be appointed in early February and the first phase evaluation work will be completed by end of May 2016 and will then be conducted annually thereafter.
Programme evaluations commissioned for all grant regimes	Zena Cooke	May-16 (Mar-16)	Revised Date Proposed	75%	<p>The specification and tender documentation has been produced to procure an independent organisation to evaluate the 2012/2015 programme.</p> <p>The wider evaluation of Council Grants including that of the</p>	The opportunity to bid for the evaluation work is being advertised in early January 2016. The successful bidder will be appointed in early February and the first phase evaluation work will be completed by end of May 2016 and will then be conducted

					2015/18 MSG Programme is included within the evaluation specification. A revised date for completion is proposed.	annually thereafter.
Action / Recommendation						
Lead						
Review arrangements post Commissioners for future executive decision-making	Zena Cooke					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Establish cross party working group to develop proposals for future arrangements	Zena Cooke	Mar-16 (Dec-15)	Revised Date Proposed	50%	Overview and Scrutiny Committee is the cross party forum that will consider proposals for future arrangements. A revised date for completion is proposed.	A new grants framework and decision making and consultative frameworks will be developed as part of the VCS strategy action plan.
Discuss proposals with Commissioners	Zena Cooke	Jul-16 (aim: May 16)	On Target	-	This and the related milestones below are on target. The intention is to complete prior to the deadline in May 2016.	
Agree proposals through Cabinet	Zena Cooke	Nov-16 (aim: May 16)	On Target	-	The intention is to complete prior to the deadline in May 2016.	
Briefing and training of members in relation to new proposals (Nov/Dec 2016)	Zena Cooke	Dec-16 (aim May 16)	On Target	-	The intention is to complete prior to the deadline in May 2016.	

Management Arrangements						
Action / Recommendation		Lead				
Ensure cost-effective management structures in place for new grant arrangements	Zena Cooke					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Consolidate all 3 rd Sector grant giving, monitoring and evaluation into one service	Zena Cooke	Oct-15	Complete	100%	<p>Report presented to CMT on 7th April 2015. Consolidation of resources in respect of MSG in line with the CMT report is in its final stages.</p> <p>All MSG administration and monitoring work has now been centralised for the new programme. The service has now been transferred to Resources Directorate, effective from 1st November 2015.</p>	

Action / Recommendation		Lead				
Improve Monitoring Arrangements	Zena Cooke / Everett Haughton					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Training and development of staff on standard procedures and sign-off of monitoring visits	Zena Cooke / Everett Haughton	Dec-15	Complete and Ongoing	100%	The training and development of staff has been completed and is ongoing to ensure staff remain up to date in terms of their knowledge and skills.	The Grant Officers' Manual will be updated as required Systems, procedures and processes will be regularly reviewed and updated in order to meet the changing needs and requirements of the various grant schemes being administered and to ensure an ongoing process of improving grant monitoring and payment arrangements.
Undertake ongoing risk-based audit in conjunction with monitoring	Zena Cooke / Everett Haughton	Dec-15	Complete and Ongoing	100%	Internal Audit have undertaken risk based audits and continue to provide ongoing support and advice which enables the Third Sector Team to improve its business assurance role.	A new post within the proposed restructure of the Third Sector Team will be responsible for business assurance functions across the range of grant schemes administered by the team.

Best Value Area	Property	Overall Delivery Status GREEN
Progress Summary		
<p>The council owns, occupies or maintains around 860 non-HRA properties, valued at £1bn, located within the borough. The council also owns around £800m of HRA properties (the housing element is managed and maintained by Tower Hamlets Homes, the council's arms-length management organisation) as well as a further £50m of community assets. Considerable progress has been made to deliver the Property Best Value Plan – the majority of actions are complete.</p>		
<p>Officers have established a positive and constructive working relationship with the Commissioners. This includes regularly fortnightly meetings (when required) and a process for securing the Commissioners' prior written consent for disposing of, or otherwise transferring to third parties, real property.</p>		
<p>The disposals and lettings protocol was adopted by Cabinet in April 2015 and the s151 officer also refreshed the financial instructions relating to the disposal of assets. These are now aligned. The application of the protocol and the instructions will be tested through the council's rolling programme of audits.</p>		
<p>The Mayor, in Cabinet, has approved the Community Buildings: Allocation and Charging policy as well as the Asset Strategy: Scoping, Principles & Priorities paper. Both have been the subject of extensive discussion with the Commissioners and with Members. The adoption of the Asset Strategy has set out a framework for how the Council will determine its ongoing and future property needs, and move to a more fit for purpose, effective and efficient estate for the future. Officers will now deliver a series of workstreams which will include a high level operational property review.</p>		
<p>One of the key challenges for the service, but also for the Council, will be the delivery of a new civic centre. The council purchased the Royal London Hospital site in February 2014 for this purpose and this site was confirmed as the preferred location by the Mayor in Cabinet in November 2015. Cabinet agreed to the procurement of a multi-disciplinary design team to progress the design development to detailed planning level.</p>		
<p>Outcome measures</p>		
<p>Some of the high level outcomes, that the delivery of the property section of the best value action plan aims to achieve, are:</p>		
<ul style="list-style-type: none"> • Own and occupy fewer buildings • Reduce running costs of our buildings • Maximise returns from income producing properties • Increase occupancy levels of our buildings • Maximise opportunities for co-location of services • Review assets to identify other possible uses (housing, education etc.) • Identify efficiencies in commercial estate management • Improve use of planning gain • Develop property information 		
<p>These outcomes will be tracked by the following measures:</p>		
<ul style="list-style-type: none"> • Occupancy per M2 • Quantity of shared floor space in M2 • Total floor space in M2 • Number of interests disposed of and capital receipts delivered • Positive decisions being made to retain and invest 		

- Positive decision being made to secure new property/long term assets
- Running costs per M2
- Total income per M2 from income generating assets
- Development of property information will enable targets to be set for:
 - o Improvements to average running costs
 - o Annual revenue savings
 - o Capital receipts that can be generated

24 milestones have already been completed and are therefore not included; the remaining 13 are shown below.

Best Value: Property Action Plan – Draft 6 month report

Policy and process for property disposal reviewed and updated

Action / Recommendation		Lead				
Compliance testing with revised protocols		Ann Sutcliffe				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
1. Undertaken through the planned audit process	Ann Sutcliffe / Minesh Jani	Mar-16	On Target	20%		To be considered as part of any planned audit reviews which are then reported to Audit Committee. Original deadline of May 2015 was revised to March 2016 following discussion with Commissioners.
2. As part of the reporting process on each project confirmation of compliance with revised guidance	Ann Sutcliffe	Mar-16	On-going	N/A	This is currently produced when Commissioners are asked to take decisions on individual decisions.	To be included as part of any recommendation report on bids/tenders.

Review and clarification of community buildings allocation policy

Review and clarification of community buildings allocation policy						
Action / Recommendation		Lead				
Community Buildings Policy - Lettings and Charging Policy (draft status)		Ann Sutcliffe				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Report to AMCB	Ann Sutcliffe	Nov-15	Completed	100%	Went to Asset Management Working Group on 12 th November and Asset Management Board on 11 th December.	Dates were revised following discussion with Commissioners to ensure the interface between community buildings and grants is taken into account. Original deadline of May 2015.
Lead Member/Commissioner review and input	Ann Sutcliffe	Nov-15	Completed	100%	Lead Member (and Mayor) consulted in October 2015. Further discussions took place in November. Also discussed with the Commissioners at the Best Value Programme Review Board on 18/11/2015.	
Cabinet/other approval	Ann Sutcliffe	Dec-15	Completed	100%	Approved by Cabinet on 01/12/2015.	

Action / Recommendation		Lead				
Compliance testing with new protocols		Ann Sutcliffe				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
1. Undertaken through the planned audit process	Ann Sutcliffe	Mar-16	On Target			
2. As part of the reporting process on each project confirmation of compliance with revised guidance	Ann Sutcliffe	Mar-16	On Target		No community lettings have taken place since adoption of policy.	
Asset and Disposal Strategy						
Action / Recommendation		Lead				
Approval of the Council's Asset Strategy. Seek endorsement of disposal policy of surplus assets		Ann Sutcliffe				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Cabinet/other approval	Ann Sutcliffe	Dec-15	Completed	100%	Adopted by Cabinet on 1 st December.	Original deadline of July 2015 was revised following discussion with Commissioners.

Action / Recommendation		Lead				
Review and agree disposal programme for the next three years as part of an Asset Strategy Workstream		Ann Sutcliffe				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
4. Cabinet/other approval	Ann Sutcliffe	Dec 15	Completed	100%	Asset Strategy was adopted by Cabinet in December 2015. Disposals programme to be developed on a rolling basis following property and service challenges.	Original deadline of June 2015 was revised following discussion with Commissioners.
Action / Recommendation		Lead				
Consider the introduction of an asset rental account (following implementation and embedding of Corporate Landlord Model)		Ann Sutcliffe				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
1. Consider paper at AMCB	Ann Sutcliffe	Feb-16 (Oct-15)	Revised date proposed	-	As the Asset Strategy has now been adopted by Cabinet, this action can be taken forward. A revised deadline for completion is proposed for this and related milestones below.	To be considered as part of the workstreams identified in the Asset Strategy and as part of the relocation of the Town Hall functions. Original deadline of September 2015 was revised to October 2015 following discussion with Commissioners.

2. Consult directorates	Ann Sutcliffe	Feb-16 (Nov-15)	As above	-	As part of the AMCB meeting. As above	To be considered as part of the workstreams identified in the Asset Strategy and as part of the relocation of the Town Hall functions.
3. Report to CMT (and MAB, Cabinet if appropriate)	Ann Sutcliffe	May-16 (Dec-15)	As above	-	As above	To be considered as part of the workstreams identified in the Asset Strategy and as part of the relocation of the Town Hall functions.
4. Report back to Commissioners	Ann Sutcliffe	May-16 (Dec-15)	As above	-	As above	Meeting to be scheduled.

Best Value Area	Communications	Overall Delivery Status GREEN
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Progress Summary

Achievements to date:

- Communications Protocol updated, agreed by CMT and promoted widely via internal communications channels;
- Training on Communications Protocol delivered to relevant Mayor's Office staff;
- Reminder about Communications Protocol disseminated to all staff and members in November 2015;
- Two reviews of East End Life undertaken exploring alternative methods for communicating;
- Notice given to providers to enable an interim reduction in frequency of East End Life with a move to fortnightly publication from January 2016;
- Competitive procurement of, and support for, a review of the Council's communications activity undertaken by the LGA in October/November;
- Roll out of the Print and Design framework. The majority of the council's marketing collateral now goes through Communications Service enabling us to achieve significant savings for the council as a whole;
- Digital Communications Strategy developed to support the emerging Digital Strategy;
- New Content Management System procured to improve access to, and user experience, of the council's website, and enable us to improve our SOCITM rating. New system launched in December 2015;
- Exploration of additional opportunities for income generation (these were fed into the communications review);
- Continued focus on engagement via social media, which has seen a significant increase in the numbers of residents engaging with us through Twitter, Facebook and Instagram; and
- Ongoing delivery of communications campaigns for directorates aligned with council and Mayoral priorities.

Measurable outcomes for existing work:

- 89 per cent positive/neutral coverage of the council in the media as assessed in our quarterly performance monitoring reports (subject to review, further to feedback from CMT) – **achieved**;
- 100 per cent of relevant Mayor's Office staff received training on Communications Protocol by end of August 2015 - **achieved**;
- Audit of compliance with Communications Protocol to provide substantial assurance - **audit to be undertaken during first half of 2016; audit of communications work against Best Value plan is being finalised**;
- Migration to new CMS underway as part of move towards becoming a digital council - **achieved**;
- Target of 10,000 Twitter followers by end of 2015 - **achieved**.

Next Steps/Planned activity (measurable outcomes)

- Development of a new strategic communications plan incorporating recommendations from the review of communications and ensuring alignment with Mayoral and Community Plan priorities. This will include plans for alternatives to weekly/fortnightly publication of East End Life, incorporate digital communications work and support the council's wider channel shift activities (**Outcome**: strategic communications plan agreed by CMT and Mayor with clear timelines, outputs and outcomes);
- Restructure of the Communications Service to deliver strategic communications plan and reflect priorities and focus for the council (**Outcome**: implementation of a new structure in line with the council's organisational change procedures);

- Following discussion with the Commissioners, a Mayoral decision was taken on 5th January 2016, to confirm that the date by which the council would comply with the code of recommended practice on local authority publicity would be 18th May. This will enable the council to pursue a managed transition from the current way of working to the delivery of the new communications model, taking into account the recommendations arising from the communications review undertaken by the Local Government Association (**Outcome:** managed transition from the current model of communicating with residents to the delivery of a new communications strategy and accompanying model for delivery.)
- Move to a more proactive approach to communications activity (council-wide) by improving the ways in which information is shared with Communications (subject to CMT agreement this could include Communications Advisors sitting on all DMTs)
- Improve evaluation of communications activity/effectiveness, with a focus on outcomes
- Audit of communications activity (resource, posts and spend) across council (aligned strategic communications priorities)

PLANNING FOR OUR TRANSITION TO CODE COMPLIANCE

The council is following a project plan to manage its move towards a new communications model. This is being closely managed by the Mayor and Chief Executive, together with other members of the Corporate Management Team, to ensure that it meets the council's strategic objectives, is fit for purpose and represents value for money.

Several project streams are currently being developed, to feed into an overarching communications strategy, including:

Work stream: vision and strategy

This work stream will identify the council's strategic communications priorities and campaigns to re-focus, streamline and shape the council's communications activities. Key to a more strategic approach is the development of resources to ensure any communications activity is aligned to objectives, insight and is evidence-based. The aim is to move away from a reactive model of working to a more strategic, planned way of working.

Projects proposed include:

- **Communications strategic narrative** – high-level document to establish the council's communications vision, development of a place-based narrative for the borough, strategic communication priorities and planned campaigns.
- **Target Operating Model** – agreement of diagrams and workflows that illustrate the desired new ways of working.
- **Research and insight resources development** – development of a library of resources or systems to ensure work is aligned to objectives, utilises customer insight and is evidence-based in approach.
- **Marketing audit** - audit of all marketing projects within the council to develop a roadmap of statutory obligations and priorities on a department level to aid with capacity planning and prioritisation of resources.

Work stream: Finance and resources

This work stream will review the communications function's financial model and available resources, to ensure that the communications service is supported by the budget, systems and tools necessary to deliver the communications vision and to achieve best value. This includes the investment necessary to develop new platforms, channels and/or systems to deliver the council's vision, strategic priorities and target operating model and that an appropriate staffing model is in place to deliver the aspirations of the communications strategy.

Projects proposed include:

- **Comms budget review:** Review the communications budget to ensure all expenditure is correctly captured and aligned to cost centres and account codes.

- **Audit of communications resources across the council:** this includes a mapping of staff outside of communications delivering communications activity (already underway).
- **Systems and contracts review:** Review of systems and contracts such as media monitoring systems, marketing design and print systems and social media monitoring systems to ensure all critical systems are budgeted for.
- **Print savings:** ensuring that the Panacea system is utilised across the council to deliver cost-effective, best value print prices.

Work stream – communications channels (including publications)

This work stream will explore alternative models for communicating with residents via print and digital platforms, moving forward from the previous main method of communicating with residents, East End Life. This work stream will seek to ensure the council identifies a platform to engage with residents who prefer to receive printed publications and what these publications might look like (based on topic, targeted audience group or specific events).

Projects proposed include:

- **Consideration of East End Life as a quarterly publication:** looking at options for retaining the brand of East End Life as a quarterly publication or platform that could be sold to run as a community publication outside the council.
- **Consideration of a new quarterly publication:** moving away from the current brand and look/feel.
- **Linking with other work streams:** so that our communications channels enable us to deliver our strategic objectives, and recognising this may require the development of a pluralistic model of communicating i.e a variety of platforms, including digital, print (leaflets, publications and calendars) and wider engagement activities.

Work stream – Digital communications

This work stream builds upon the existing commitment towards a shift to digital communication, in line with the council's Digital Strategy. The council continues to seek to improve ease of use, accessibility and the overall digital experience for the council's customers and stakeholders. We have implemented a new Content Management System for our website which will enable us to streamline our online presence, be more interactive and offer more to visitors to the website. A key strand of this will be exploring the potential for targeted e-bulletins.

Projects proposed include:

- **Develop e-mail marketing system and approach:** to compliment campaigns or any print publications drawing upon the contact information for residents we hold as a council.
- **Consider options for building on existing app:** (FiFiLi or Find It, Fix It, Love It) and the potential for a council-wide smartphone app.
- **Develop and improve social media best practice:** building on the new social media policy recently agreed by CMT.
- **Exploring options for a new CMS for the council's intranet:** to improve staff engagement via digital platforms.
- **Development of an online photo library:** which will be a useful resource for residents, visitors, journalists and staff.

Work stream – Income generation

As part of the council's best value action plan for communications, options for trading and the potential for income generation with neighbouring boroughs were explored. This work can now be taken forward to utilise the expertise of existing staff and identify other options for income generation across the council and the borough, ensuring the council maximises its own assets.

Projects include:

- **Undertaking a council-wide asset audit:** to confirm existing revenue streams and identify possible new streams.
- **Considering how to meet the need of businesses/schools/colleges** who have regularly advertised through East End Life through alternative communications channels.

- **Support businesses and third parties:** to develop a portfolio of assets that we can offer to partners/business/third parties to promote their services and generate their own income and encourage visitors to the borough/promote tourism.

Other work streams, will also be considered by the Corporate Management Team and will be developed within the timeframes set out below.

Outline programme plan

Objective	Activity	Delivery date
To establish a clear plan for transition to a new model of communicating with residents, businesses and visitors to the borough	Strategic/overarching programme plan finalised	31 January 2016
Ensuring Commissioners are informed about progress	Update on programme plan and development of communications strategy to Commissioners	Mid-February
Delivery of work streams under programme plan	Projects led by identified officers based on agreed objectives and reporting back to the Mayor and CMT	February - March 2016
Draw relevant work streams into a Communications Strategy to ensure the council meets the needs of residents, businesses and visitors to the borough	Communications strategy currently being developed, including appropriate resourcing required. To be discussed by CMT and the Mayor and finalised.	31 March 2016
New model for communications in place	This may require a staffing restructure, which will be undertaken in line with the council's organisational change processes.	Mid-May 2016
Compliance with Code of Recommended Practice on Local Authority Publicity	Communications activity, including any print publications, will meet the requirements of the code.	18 May 2016

23 milestones have already been completed and have not been included; the remaining 7 are shown below and will also be taken forward in the communications strategy.

Best Value: Communications Action Plan – Draft 6 month report						
Action / Recommendation		Lead				
New Communications protocol and style guide		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Establish programme of testing to ensure compliance with Code	Internal Audit	Dec-15	Ongoing	-	Internal Audit are finalising their audit of progress against the BV Action Plan. There are plans for an audit of the new Communications Strategy (currently being developed) to be undertaken in 2016.	
Digital Focus						
Action / Recommendation		Lead				
Delivery of digital communications strategy		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New system to go live	Oda Riska	Dec-15	Complete	100%	Successful procurement of new CMS completed in August 2015. Content migrated, new templates cleaned up and customisation finalised in October. Training undertaken in November and final transition completed for go live on 17 th December.	Delay from original target date reported to Commissioners.

Best Value: Communications Action Plan – Draft 6 month report

Income optimisation

Action / Recommendation

Lead

A robust business plan identifying new revenue streams, maximising existing income activities and providing a clear growth plan

Kelly Powell

Milestone

Lead

Deadline

Status

% Comp

Action to Date

Action planned and risks

Review to consider options for trading

Sharan Ahmed
(with CLC as required)

May-16
(Dec-15)

Revised date proposed

75%

Initial analysis undertaken and this work was fed in to the external review of communications. A revised deadline for completion is proposed in line with the new the Communications Strategy for this and related milestones below.

Whilst we have undertaken work in these areas, we have also sought to enable feedback from the LGA review (report received in December) to inform our progress moving forward. The targets (and related LGA recommendations) will now be included in the emerging Communications strategy, which is currently being developed.

Best Value: Communications Action Plan – Draft 6 month report

<p>Business plan for communications revenues stream complete and approved</p>	<p>Sharan Ahmed (with CLC as required)</p>	<p>May-16 (Dec-15)</p>	<p>Revised date proposed</p>	<p>75%</p>	<p>Business plan developed to include consideration of likely income to be generated, including from One Stop Shop digital displays and the proposed membership of the Council Advertising Network (by placing adverts on the council's website). Ongoing discussions with LB Hackney regarding sharing sales resources/ targeting sales cross-borough. This work also fed in to the review of communications. .</p>	<p>As above.</p>
<p>Review opportunities and approach to use of Council poster and other advertising sites</p>	<p>Sharan Ahmed (with CLC as required)</p>	<p>May-16 (Dec-15)</p>	<p>Revised date proposed</p>	<p>75%</p>	<p>Opportunities have been reviewed and will now feed into the new Communications Strategy.</p>	<p>As above.</p>

Promoting cohesion and equality						
Action / Recommendation		Lead				
Maximise reach and penetration of minority communities to support Community Plan and One Tower Hamlets objectives		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Advisory group/s established	Kelly Powell	May-16 (Nov-15)	Revised date proposed	75%	Communications support provided to groups via existing resource provided by Corporate Strategy and Equality team. This will also feed into the new Communications Strategy. A revised deadline for completion is proposed in line with the new the Communications Strategy.	
Action / Recommendation		Lead				
Communications training and support programme developed		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
A suite of learning and development products aligned to organisational needs	Kelly Powell	Mar-16	On target	75%	Initial considerations of training and support needs undertaken within Comms Service.	Full proposals to be considered by DMT

Best Value Area	Organisational Culture	Overall Delivery Status GREEN
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Progress Summary

The aims of the Organisational Culture Plan are:

- To ensure that the culture of the organisation continues to be one which strives for continuous improvement
- To engage and invest in staff
- To ensure relationships between groups of members and between members and officers are professional, respectful, open and honest
- To rebuild trust in the areas where this has, or is perceived to have, broken down.

In agreeing the plan it was recognised that this will be a staged process – all the actions within the full best value plan are being progressed and will impact on organisational culture as they are implemented and embedded. In addition, some activities in the plan will in themselves give rise to new actions which will further support the development of an effective best value culture.

The key outcomes we are looking to achieve are:

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

Progress in relation to key measures

The agreed milestone measures and our progress towards these are set out below:

- **Achievement of IIP Gold**
Phase 1 of the IIP assessment was completed in April 2015 and the council achieved 22 of the 34 criteria required for the gold award. The assessor praised the increase in communication and engagement with staff and highlighted all completed actions within the best value plan as areas of good practice within the council. Phase 2 of the assessment will be undertaken in 2017, following implementation of a revised IIP framework.
- **Improvement in Staff Survey measures – motivation, views on leadership, values, priorities**
In preparation for this assessment, a staff survey will be undertaken later in the year. This will provide feedback and evidence improvements in the areas mentioned above, whilst highlighting any further areas of development.
- **Internal audit report on Best Value Actin Plan implementation – at least substantial assurance**
Compliance testing is being undertaken on the key actions contained in the action plans for Procurement; Grants; Property and Disposal; and Communications. The first finalised

review – Procurement – has been awarded Substantial Assurance and will be reported to the Board in January.

▪ **Mayoral attendances at OSC and other public fora**

The Mayor has already attended OSC three times this municipal year. The Mayor has also committed himself to a number of actions relating to Transparency within the Transparency Protocol agreed by Cabinet in November including Mayor’s Question Time which is being set up for early in 2016. He is also considering the recommendations in the OSC’s Transparency Commission report with a view to incorporating some of these within his Protocol.

Next Steps: Priority workstreams

The initial Organisational Culture Plan included a range of diverse activities which it was recognised were immediately necessary to move organisational culture in the right direction. It was also recognised that these were first steps and that the reviews proposed within the plan, together with the election of a new Mayor, and appointment of new Chief Executive and statutory officers, would give rise to a more substantial programme of work to embed a renewed culture and drive progress towards achieving the outcomes set out above.

At this stage the organisation now needs a rigorous focus on some priority areas of work which will make strides towards achieving these outcomes. In reflection of this, the following priority workstreams will take forward our Organisational Culture improvement, key milestones for which are set out below.

Workstream	Lead	Key Milestones
Governance Review – overseen by cross party joint member/officer Governance Review Working Group	Melanie Clay	Governance Working Group agreed an action plan and forward programme of work in December – areas of focus include Member development; Scrutiny; transparent decision making; Mayor and Non-exec roles and responsibilities; review of working of Full Council; Standards arrangements. Milestones to be set out in Action Plan.
Solace Review and member/officer development work	Mayor/Will Tuckley	Sessions with political groups planned for November. Session with CMT and other senior managers planned. Final joint cross-party session planned. Action Plan to take forward and embed the work to be considered by BV Board.
Organisational Transformation	Will Tuckley/CMT	Determining future shape of organisation – planning for new office accommodation, new management arrangements, use of technology, partnership working. This will be articulated, in part, through the development of a Workforce Strategy, to be agreed by May 2016, which will detail approaches to staff engagement, learning and development, succession planning, talent management and include actions to ensure a diverse and effective workforce.

35 milestones have already been completed and are therefore not included; the 6 remaining are shown below.

Best Value: Organisational Culture Action Plan – Draft 6 month report

Action / Recommendation		Lead				
Rebuilding elected member relationships		Will Tuckley / Mayor / Group Leaders				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Develop an action plan to respond to recommendations of above review	Will Tuckley / Mayor/ Group Leaders	Mar-16 (Jan-16)	Revised date proposed	30%	Cross-party forum planned following sessions with political groups and CMT. A revised date for completion is proposed.	Action Plan to be finalised based on recommendations. Initial deadline was May-15.
Deliver and monitor action plan	Will Tuckley / Mayor/ Group Leaders	Ongoing			Action plan will include clear milestones for delivery	Robust delivery and monitoring arrangements will be put in place.

Action / Recommendation		Lead				
Develop cross party member working groups on key issues		Melanie Clay / Matthew Mannion				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Agree 1-2 areas to trial approach, linked to key priorities within Community Plan	Melanie Clay	Oct-15	Completed	100%	Activity being taken forward through Governance Working Group action plan	Original deadline of May 2015 was revised following discussion with Commissioners.
Evaluate and review	Melanie Clay	Dec-15	Ongoing	50%	Evaluation and review part of the role of the governance working group	

Action/ Recommendation		Lead				
Ensuring member and officer relations are appropriately conducted and constructive		Monitoring Officer				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Annual independently-commissioned review and report on officer/member grievances for review by HoPS and the respective Group Leaders making recommendations specific to minimising instances of officer member grievances	Melanie Clay	Dec-16	On Target			
Action / Recommendation		Lead				
Ensuring all decisions are informed by best value requirements		Melanie Clay / Matthew Mannion				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Delivering key actions in respect of Procurement, Grants, Property and Communications as set out in the remainder of this Plan	As per respective plans	As per plans	On Target		See full report	