

**Best Value Action Plan – Six Monthly Update
Submission to Secretary of State for Communities and
Local Government
14th September 2015**



INTRODUCTION

Following a Best Value Inspection undertaken by Price Waterhouse Coopers during 2014, the Secretary of State for Communities and Local Government issued the council with Directions on 17th December 2014 and appointed Commissioners to oversee these.

The Directions focused on particular areas which had been the subject of the Best Value inspection – grants, procurement, property disposals and some elements of publicity spend.

One of the Directions required the Council to draw up and agree with the Commissioners a strategy and action plan for securing the Authority's compliance with its best value duty. In discussion with the Commissioners it was agreed that the Council's current arrangements for securing best value including our strategic and resource planning and performance management systems were robust. The requirement was for us to develop improvement plans in the particular areas which had been the subject of the PwC inspection, plus additional plans around elections, recruitment of statutory officers and organisational culture.

A plan was developed with seven key elements:

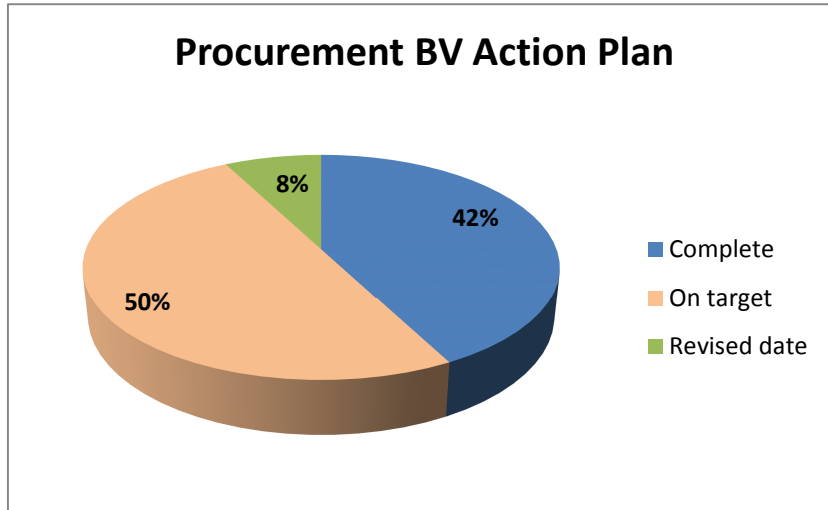
1. Procurement Action Plan
2. Grants Action Plan
3. Property and Disposal Action Plan
4. Communications Action Plan
5. Organisational Culture Action Plan
6. Recruitment Action Plan
7. Elections Action Plan

These actions plans were agreed with the Commissioners, and submitted to the Secretary of State in March 2015 as required. As part of the Directions, the Council is required to produce and submit to the Secretary of State a 6 monthly update report by mid-September. The attached document provides the required six month update with a narrative overview of progress for each and an update on individual actions.

The update report was considered by the Commissioners at their Best Value Board in public in July 2015 and also agreed by the council's Cabinet in July. Updates since then have been reviewed by the Commissioners at the September Best Value Board and agreed with the Mayor.

Best Value Action Plan – 6 monthly update

Best Value Area	Procurement	Overall Delivery Status GREEN
Progress Summary		
<p>The Best Value Procurement action plan supports a range of immediate improvements as well as 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 National Procurement Strategy 2015.</p> <p>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:</p> <ol style="list-style-type: none"> 1. Strategy and Vision 2. Organisational Development 3. Governance, Systems and Procedures 4. Category Management 5. Commercial, Contracts and Risk Management <p><u>Key achievements</u></p> <p>Considerable work has already been completed to transform our procurement activity. This includes:</p> <ul style="list-style-type: none"> • 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 procurement training programme developed to improve procurement knowledge and skills across the organisation. • New operating model for Procurement Service developed – to go live from September 2015. • 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). <p>Of the agreed key milestones, only two are currently likely to require revised timescales due to further discussions between the new Corporate Director, Resources, the Mayor and lead Member for Resources.</p> <p>The chart below provides a summary of the council's position on the implementation of the Procurement action plan.</p>		



Broader Procurement Transformation

The recommendations and feedback from Commissioners has 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

We have developed a set of outcome measures which will be used to track our progress in transforming procurement and ensuring it provides value for money. They are:

- **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
 - 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
- **Modernising Procurement**
 - New Central Procurement Service structure in place delivering effective compliance and efficient planned activity
 - 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
- **Supporting Local Economies**
 - Lean and efficient procurement practices to support greater take up by SMEs, including supplier briefing on all significant high value contracts.
 - London Living Wage - increased target each year from current performance of 80% of all applicable contracts.
 - Community Benefits –employment and community benefits monitored and tracked to maximise benefits for local residents and demonstrate the impact achieved

Best Value: Procurement Action Plan BVPRP meeting 15 July 2015

Strategy & 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	Sep-15	On Target	80%	Draft Procurement Strategy has been developed and reviewed by Councils Strategic Competition Board on 01/09/2015.	Need for a corporate Commissioning and Procurement Strategy is also being investigated and may result in the need to delay launch.
Action / Recommendation		Lead				
New Supplier Ethical Code of Conduct		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New Ethical Code of Conduct to be updated to reflect legislative changes, Council policies and procurement best practice	Zena Cooke / Zamil Ahmed	Sep-15	On Target	80%	New Ethical Code of Conduct has been developed and cleared through Strategic Competition Board. Report scheduled for CMT 8 September	

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
An annual procurement report to senior managers, Cabinet and Overview and Scrutiny on procurement practices, outcomes and developments across the organisation	Zena Cooke / Zamil Ahmed	Sep-15	On Target	90%	Full year third party expenditure analysis has been completed and presented to Competition Board and CMT. Following CMT feedback an updated version of the annual report is scheduled for 22 September.	.
New procurement training programme for elected members	Zamil Ahmed	Dec-15	On Target	20%	Training options around the scope and delivery has been investigated to incorporate new Public Contracts Regulation 2015 and internal governance process.	

Action / Recommendation		Lead				
Central monitoring of contracts and compliance to Council's Procurement Procedures		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Business case for increasing compliance through procurement re-organisation to be developed	Zena Cooke / Zamil Ahmed	Oct-15	Target Revised	70%	Discussions held with Audit/Legal/Finance Service Managers on the scope. Directorate Procurement Leads have been identified to form part of the transformation project. Business Case scheduled for October Competition Board and CMT.	Original deadline of September 2015 was revised to October 2015 following discussion with Commissioners.
New operating model to go live from September 2015	Zena Cooke / Zamil Ahmed	Oct-15	Target Revised	70%	Re-organisation of Central Procurement Service is underway. Staff consultation has been completed and the new service is expected to go live from October 2015. ..	Trade Union request to extend staff consultation has resulted in overall delay in achieving milestone date. Original deadline of September 2015 was revised to October 2015 following discussion with Commissioners.

Action / Recommendation		Lead				
New procurement training programme to develop procurement knowledge and skills across the organisation		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New procurement training programme to be launched to build better procurement competencies across the organisation by ensuring staff are equipped with the knowledge, training and practical skills needed to derive maximum benefit from procurement practices	Zena Cooke / Zamil Ahmed	Sep-15	Complete	100%	Targeted training programme has been implemented with a combination of one-to-one and group training. Specific service areas have been targeted to develop procurement skills, knowledge and to bring officers up to date with the new PCR 2015 requirements. A total of 9 training sessions spread across directorates has been completed. New Procurement training programme has been developed and agreed by Competition Board (8/6/2015). Mandatory for all officers involved in Commissioning and Procurement.	
Completion of training to be mandated for all officers with procurement and commissioning responsibilities	Zena Cooke / Zamil Ahmed	Sep-15	Complete	100%	As above.	

Governance, Systems and Procedures

Action / Recommendation		Lead				
A central register of all contracts		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New central contracts register linked to contract award being developed to capture all contracts above £25,000, including all RCDA and linked to spend to increase compliance and minimise use of RCDA	Zena Cooke / Zamil Ahmed	Apr-15	Complete	100%	Detailed procurement category spend analysis has been implemented. All procurement spend, contracts including RCDA have been reviewed with officers within each directorate. Central Contracts Register is in place showing all contracts above £25k including all RCDAS and legacy contracts. Contracts Register has also been updated to ensure compliance with the Transparency Code requirements.	

Action / Recommendation		Lead				
Reconciliation of contracts listing to financial data		Service Head Finance and Procurement				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Implementations of directorate Procurement dashboards to identify opportunities for collaboration and identify drive further savings from Councils third party spend	Zena Cooke / Zamil Ahmed	May-15	Complete	100%	New Directorate Procurement Dashboards developed and agreed with Strategic Competition Board, and sent to all directorate Finance Service Heads and Corporate Directors on 18/05/2015. Procurement dashboards are updated and monitored quarterly with directorate finance officers. Dashboards developed to provide corporate and directorate visibility of all procurement spend, off contract spend, savings opportunities and purchasing card holders.	Full year analysis completed and cross referenced against internal systems and records. Scheduled for SCB clearance 8 May.
Improved Finance and Procurement controls to increase compliance and transparency of spend across the organisation	Zena Cooke / Zamil Ahmed	May-15	Complete	100%	A Compliance Framework has been implemented to align with financial regulations and procurement procedures. Compliance escalation process has been agreed with Financial Strategy Group and communicated to Finance Managers Group.	

Action / Recommendation		Lead				
Clear audit trails in place for all procurement activity in accordance with the Procurement Procedures		Zena Cooke / Zamil Ahmed / 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 / Zamil Ahmed	Jan-16	On Target	20%	Been reviewed as part of new E-sourcing tool/Strategy	
Automate all procurement over £5k through the e-tendering portal and publish as part of Transparency Code	Zena Cooke / Zamil Ahmed / Zamil Ahmed	Jan-16	On Target	20%	Been reviewed as part of new E-sourcing tool/Strategy	
Link to central contracts register	Zena Cooke / Zamil Ahmed / Zamil Ahmed	Jan-16	On Target	20%	Been reviewed as part of new E-sourcing tool/Strategy	
Declaration of interest from staff involved in the procurement process centrally captured	Chris Zena Cooke / Zamil Ahmed Ahmed	Jan-16	On Target	50%	Included in the re-revised procurement procedures and through the HR System.	To be centrally monitored through the implementation of the new procurement structure
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 discussions at March SCB completed. Will be picked up as part of the business case for 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%	Several options are being considered as presented at the BV Programme Board on 22 May.	BV Programme Board recommendation was received on 30.04.2015 and will be progressed as per agreed actions.
Action / Recommendation	Lead					
Delegation and appropriate Member Engagement	Zena Cooke / Zamil Ahmed /Zamil Ahmed					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New guidelines and executive member engagement in contracts award to be presented to MAB	Zena Cooke / Zamil Ahmed /Zamil Ahmed	Apr-15	Complete	100%	Guidelines developed and implemented	Guidelines to be further considered by new Mayor and Cabinet
New procurement training, reflecting new guidelines, programme for executive members (as per timescale set out in action 2)	Zena Cooke / Zamil Ahmed /Zamil Ahmed	Apr-15	Complete	100%	Training options around the scope and delivery is been investigated to incorporate the new Public Contracts Regulation 2015 and internal issues. Will be implemented as per timescale in action 2 (Dec 2015)	

Category Management						
Action / Recommendation		Lead				
Review of third party and commissioned spend		Zena Cooke / Zamil Ahmed /Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Complete spend analysis to Identify key categories of third spend and have a clear category management strategy in place to ensure value for money (VFM) for these categories of spend, reduce costs and oversupply	Zena Cooke / Zamil Ahmed /Zamil Ahmed	Sep-15	Complete	100%	Detailed third party procurement spend analysis has been completed for FY 13/14 and FY14/15. A number of cross directorate procurement savings opportunities are being progressed including; new security services framework, training, removals etc. Outcome presented to Competition Board (08/06/2015) and scheduled for CMT 29/06/2015.	
Directorate and corporate spend dashboards to be developed to support savings challenge programme	Zena Cooke / Zamil Ahmed /Zamil Ahmed	Sep-15	Complete	100%	Resources Dashboard completed and agreed at Resources People and Procurement Board. Final directorate dashboards will be presented at the 27 April SCB meeting. Procurement Dashboards developed to provide directorate visibility of all procurement spend, off contract spend, savings opportunities, purchasing card holders. Dashboards developed, presented to and cleared by competition Board (8/05/2015). Sent to all directorate Finance Service Heads and Corporate Directors on 18/05/2015.	

Commercial, contracts and risk management						
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 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.	
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 /Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Integrate contract management within the Councils procurement and commissioning models	Zena Cooke / Zamil Ahmed /Zamil Ahmed	Jan-16	On Target	20%	The terms of reference for Strategic Competition Board and Competition Planning Forum has been updated and agreed at March SCB meeting. New central Commercial and Contracts Monitoring role has been factored into the new procurement structure to lead on the development of a new Contract Management toolkit and delivery of the milestone.	

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 /Zamil Ahmed	Jan-16	On Target	20%	New central Commercial and Contracts Monitoring role has been factored into the new procurement structure to lead on the development of a new Contract Management toolkit and delivery of the milestone.	
Action / Recommendation	Lead					
Supply Chain Risk Management to be integrated into Procurement processes	Zena Cooke / Zamil Ahmed /Zamil Ahmed					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
High value and strategic contracts to be identified and monitored centrally to minimise failure of Councils Supply Chain	Zena Cooke / Zamil Ahmed /Zamil Ahmed	Mar-15	Complete	100%	A web based Supplier Risk Management tool (DNBi) has been implemented and presented at the March Strategic Competition Board.	Contract Managers will receive instant alerts as well as quarterly information on changes supplier financial ratings and payment performance.
Supply Chain resilience risk (pre and post appointment) to be introduced and monitored through Competition Board	Zena Cooke / Zamil Ahmed /Zamil Ahmed	Mar-15	Complete	100%	The terms of reference for Strategic Competition Board and Competition Planning Forum has been updated and agreed at March SCB meeting. New central Commercial and Contracts Monitoring role and regular reporting to SCB.	

Best Value Action Plan – 6 monthly update

Best Value Area	Grants	Overall Delivery Status: GREEN
Progress Summary		
<p>Considerable work has been undertaken to review and develop new approaches to and processes for grant giving with the Commissioners. Delivery against the Grants Action Plan has been strong.</p> <p><i>Mainstream Grants (MSG)</i> The Commissioners approved to ‘rollover’ a range of MSG Grants from the 2012-15 programme whilst new 2015-2018 scheme was developed. The new Mainstream Grants Programme programme has now been agreed and projects have commenced delivery of the outcomes agreed.</p> <p><i>Grant Schemes</i> 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 Manuel, improvements to monitoring arrangements and a schedule of risk based audits.</p> <p><i>Governance</i> 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.</p> <p><i>Transparency</i> 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 which will enable access to a comprehensive range of information including at organisation and project level.</p> <p><i>Community & Voluntary Service Strategy</i> The Council’s existing Third Sector Strategy is being refreshed. The review provides an opportunity to ensure that the sector’s role if aligned with, and support the delivery of, the Council, and Partnership's key priorities. Scoping work has been undertaken, a schedule developed and a major consultation event with the third sector held.</p> <p><i>Potential Outcome Measures</i> 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.</p> <p>Performance measures are being clearly set out for each grant scheme. For example, in relation to MSG there are clear outcome measures for each MSG 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 third sector going forward.</p>		

Best Value: Grants Action Plan - BVPRP meting 15 July 2015

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
Obtain Commissioners approval for a process and timescale for extending the 2012-15 Mainstream Grants (MSG) programme	Zena Cooke	Apr-15	Complete	100%		
Review all existing MSG grants in accordance with the agreed project delivery and risk process and undertake appropriate Equalities assessments	Zena Cooke	Apr-15	Complete	100%		
Commissioners consider evaluations and determine project extensions	Zena Cooke	Apr-15	Complete	100%		
Service agreements with additional outputs and outcomes for length of extension	Zena Cooke	Apr-15	Complete	100%	It is understood that all Service Level agreements in respect of MSG rollover projects have been completed.	

Monitoring processes agreed and implemented	Zena Cooke	Apr-15	Complete	100%	The updated THC Grant Officers Manual was launched in December 2014. Grant Officer workshops have taken place. Monitoring must be undertaken in line with agreed systems, controls and process. Note - For purposes of the MSG rollover all Amber rated projects irrespective of value will receive a monitoring visit.	
Review of 2012/15 reported to Corporate Management Team, Cabinet and Overview and Scrutiny Committee (O&S)	Zena Cooke	By March 2016	Target Revised	50%	The original timeline was set prior to the agreement to extend the 2012 to 2015 programme. The workload associated with the delivery of the MSG Programme has meant that this action has slipped. Commissioners have been kept informed and a revised timeline agreed with them. The Evaluation document has now been drafted and procurement will be undertaken during September to enable an independent assessment of the 2012 to 2015 MSG programme and a rolling evaluation of the 2015 to 2018 MSG programme as well as all other appropriate grants. The review of the 2012 to 2105 programme will complete by December 2015. Reporting will be undertaken during quarter 4 of this financial year.	The 2012 to 2015 programme ended on 31st August 2015. Monitoring of the final quarter is scheduled to complete in September. The evaluation of the 2012 to 2015 MSG programme is scheduled to take place between October and December. The report will then be considered during January to March 2016 (CMT, Cabinet and O&S). Original deadline of April 2015 was revised to March 2016 following discussion with Commissioners.

Develop communications plan to keep voluntary and community sector informed throughout process	Zena Cooke	Apr-15	Complete	100%	Officers have put in a communication infrastructure to enable voluntary and community organisations to be informed.	
Action / Recommendation						
Lead						
Deliver 2015-18 Mainstream Grants Programme	Zena Cooke					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Review the MSG programme to take account of emerging community and Strategic Plan priorities and rationalise “themes” accordingly	Zena Cooke	Sep-15	Complete	100%		
Criteria, desired outcomes, process and timescales agreed	Zena Cooke	Sep-15	Complete	100%		
Report on outcomes of appraisals	Zena Cooke	Sep-15	Complete	100%		
Commissioners decision on grant assessments	Zena Cooke	Sep-15	Complete	100%		
Completion of service agreements with providers	Zena Cooke	Sep-15	On Target	50%	Officers are completing service agreements for 131 projects in line with the decision of the Commissioners Meeting In Public on 29th July. A new Offer letter to complement the impact of change has also been drafted.	

					Commissioners have been kept informed of progress.	
Action / Recommendation						
	Lead					
Bi-Annual Update of Community and Voluntary Service Strategy	Louise Russell / 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	Louise Russell / Zena Cooke	Mar-16	On Target	50	All grant schemes identified and review to be undertaken	
Consultation and engagement on priorities for 3 rd sector	Louise Russell / Zena Cooke	Mar-16	On Target	10	Initial discussion with Third Sector Advisory Board. Full engagement schedule being developed. Meetings with cross directorate officers have taken place. Initial scope and key questions agreed with Deputy Mayor. Initial consultation event with VCS 04/09/15.	
Market assessment for alternative service providers	Louise Russell / Zena Cooke	Mar-16	On Target	0	As part of strategy development	
Report to Commissioners/ Cabinet (post Directions)	Louise Russell / Zena Cooke	Mar-16	On Target	0		

Governance Arrangements						
Action / Recommendation		Lead				
Identify all key grant streams, timelines and existing governance and award arrangements		Zena Cooke				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Report to Commissioners with proposed approach to ongoing decisions for all streams	Zena Cooke	Jul-15	Complete	100%		
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	Partially Complete	80%	Grants Register completed and MSG specifications and outcomes delivered. Final work around regularising other grants to replicate process.	Original deadline of July 2015 was revised to December 2015 following discussion with Commissioners.
Codify all grant appraisal and approval processes in one compact compliant framework	Zena Cooke / Everett Haughton	Dec-15	Partially Complete	80%	See above. Will be complete by December 2015.	Original deadline of July 2015 was revised to December 2015 following discussion with Commissioners.

Action / Recommendation		Lead				
Ensure and embed open and transparent of decision-making	Zena Cooke / John Williams					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Publish arrangements for Commissioner executive decision-making relating to grants	Zena Cooke / John Williams	May-15	Complete			
Publish forward plan for decision-making and timetable review programme for O&S Committee	Zena Cooke / John Williams	May-15	Complete			
Develop Mayor and cross-party consultation and review forum	Zena Cooke / John Williams	Oct-15	Target Revised		Major grants including MSG process were referred to cross party members. There has been a developing dialogue between the new Mayor, Commissioners, Lead Member and Senior Officers on a new grants framework and decision making and consultative frameworks	To assess alignment with OSC arrangements. Complete by October 2015. Original deadline of May 2015 was revised to October 2015 following discussion with Commissioners.
Ensure all grant "contracts" over £5,000 are included in the Council's contracts register	Zena Cooke / John Williams	May-15	Complete			
Publish all grant awards on the Council's website	Zena Cooke / John Williams	May-15	Complete			

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	Mar-16	Target Revised	50%	Tender for evaluation programme in development and to be externally procured.	Original deadline of April 2015 was revised following discussion with Commissioners.
Programme evaluations commissioned for all grant regimes	Zena Cooke	Mar-16	On Target	50%	Included in above tender	
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	Dec-15	On Target		Major grants including MSG process were referred to cross party members. There has been a developing dialogue between the new Mayor, Commissioners, Lead Member and Senior Officers on a new grants framework and decision making and consultative frameworks	Cross party group to build on arrangements for cross party grant support. Engagement with Mayor and Deputy Mayor with third sector responsibility to be undertaken

Discuss proposals with Commissioners	Zena Cooke	Jul-16	On Target		To be covered as part of the THCVS Strategy Refresh	
Agree proposals through Cabinet	Zena Cooke	Nov-16	On Target	0		
Briefing and training of members in relation to new proposals (Nov/Dec 2016)	Zena Cooke	Dec-16	On Target	0		
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	Target Revised	90%	Report presented to CMT on 7th April. Consolidation of resources in respect of MSG in line with the CMT report is in its final stages.	A revised deadline of October 2015 is proposed to enable effective completion of the 2015 to 2018 MSG contracts process – resource focus has been on MSG and there is a requirement to consult staff. Original deadline of April 2015 was revised to October 2015 following discussion with Commissioners.

Action / Recommendation		Lead				
Improve Monitoring Arrangements	Zena Cooke / Everett Haughton					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Update grants manual monitoring arrangements in line with internal audit recommendations	Zena Cooke / Everett Haughton	Sep-15	Complete	100%		
Training and development of staff on standard procedures and sign-off of monitoring visits	Zena Cooke / Everett Haughton	Sep-15	On Target	95%	This is in hand and will be completed by the end of September.	
Management review process of all monitoring activity to ensure consistency	Zena Cooke / Everett Haughton	Sep-15	Complete	100%	A process overseen by the Third Sector Manager has been implemented enabling assurance monitoring checks at the appropriate intervals to be undertaken and validated in line with the Grants Manual.	
Undertake ongoing risk-based audit in conjunction with monitoring	Zena Cooke / Everett Haughton	Sep-15	On Target	95%	Resources have been placed within Internal Audit Team to support the Third Sector Team in their business assurance role in grant making.	The restructure of the Third Sector Team scheduled to commence in October 2015, provides for a business assurance role to support risk based audit work in conjunction with monitoring.

Best Value Action Plan – 6 monthly update

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 and all are on target.</p>		
<ol style="list-style-type: none"> 1. Working arrangements with the Commissioners have been established including regular meetings and established decision making process via individual Commissioners' decision <ul style="list-style-type: none"> ○ We have used the process to secure Commissioners' consent to sign off a number of transactions • Commissioners sighted on property tracker – setting out the property transactions that are in the pipeline/being considered 2. Disposals and lettings procedure <ul style="list-style-type: none"> • Financial regulations have been updated and reviewed by council's Asset Management Board and issued by the s151 officer. • Asset management manual – Property procedures for disposals and lettings has been finalised after agreement with Cabinet and review by O&S. • Disseminated through Asset Management team meetings. Meetings arranged with key legal and finance personnel, published on the council intranet, members' bulletin. • Compliance will be tested through the council's rolling audit plan. Asset Managers will also be asked to confirm that the procedure has been complied with on each disposal/letting. 3. Community buildings allocation policy <ul style="list-style-type: none"> • Officers from Asset Management and the Third Sector team have met with the Commissioners to discuss this, particularly the interface with grants • The policy will incorporate policy on charging and lettings/allocation process • Plans include third sector team involvement in determining and assessing community need, outputs, use of buildings, rationalisation etc. • Member and Commissioner input to be sought and to be considered by council Cabinet in September 2015 and once agreed will be disseminated through team meetings, to key staff, Members etc. 4. Asset Strategy: Scoping, Principles & Priorities Paper (+ Disposals Programme) <ul style="list-style-type: none"> • Been to and approved by CMT. Due to be considered at the next available Cabinet. • Sets 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. • Has been discussed with Commissioners and feedback incorporated into strategy. • The paper will drive a disposals programme by helping to identify surplus or inefficient property, help with the delivery of the civic centre project (which will also rely on disposals to fund the project). • As part of the above (workstreams and civic centre project) consideration will be given to introducing an asset rental account • In assessing surplus or underused sites for disposal, particular attention will be paid to ensuring that where school places can be achieved, these are highlighted and sites will be considered for new school and/or expansion provision. • Following agreement of the paper at Cabinet, officers will undertake the work set out in each workstream in order to deliver the full strategy. The implementation of the workstreams will enable the delivery of the full strategy within 6-9 months, although this is dependent on the 		

council's service areas producing their service delivery plans.

5. Governance

- Officers have discussed with the Commissioners what, if any, additional checks/references are needed on both elected members as well as bidders to include possible conflicts of
- Terms of reference for the Asset Management Working Group and Board have been reviewed and due to be formally agreed shortly.

Outcome measures

Some of the high level outcomes, that the delivery of the property section of the best value action plans aims to achieve, are:

- 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

These outcomes will be tracked by the following measures:

- 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

Baseline data for the above is being collated; once this is done, appropriate targets will be set.

Best Value: Property Action Plan - BVPRP meeting 15 July 2015

Immediate issues and agreement of working arrangements with Commissioners

Action / Recommendation		Lead				
Outline (explain to commissioners) core operational estate requirements for the next five years and upcoming disposal rationale		Ann Sutcliffe				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Early meeting with Commissioners on the work of the service area, the look ahead and some of the key challenges. This would include a discussion on the scope of any pre disposal protocol	Ann Sutcliffe	Jan-15	Complete	100%		
Action / Recommendation		Lead				
Agree with Commissioners scope and clarification of role - what qualifies as disposal - clarification re discretionary and statutory functions and obligations - communication and relationship control - feedback on initial improvement plans and any further areas they want addressed		Ann Sutcliffe				
		Jan-15	Complete	100%		

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Early meeting with Commissioners	Ann Sutcliffe	Jan-15	Complete	100%		
Action / Recommendation						
Lead						
Establish what if any additional checks/references are needed by bidders on conflict checks (commercial bidders declaring interest when putting proposals forward to buy a site within a sealed bid process.)	Ann Sutcliffe		Complete	100%		
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Discussion to be had with Legal and Risk team	Ann Sutcliffe	Mar-15	Complete	100%	Discussion held with the Head of Audit and Risk & Legal. Consideration being given to how best to address the issue.	
AMCB discussion required.	Ann Sutcliffe	Apr-15	Complete	100%		
Discussion and agreement with the Commissioners	Ann Sutcliffe	May-15	Complete	100%	Discussed at fortnightly property meeting	

Policy and processes for property disposal reviewed and updated						
Action / Recommendation		Lead				
Updated 'Asset Disposal' policy as part of the Council's financial regulations to be approved by S151 Officer as part of statutory duties. To include how disposal method will be determined (on a site-by-site basis)		Ann Sutcliffe				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned
1. To be reviewed by the Asset Management and Capital Board (AMCB)	Ann Sutcliffe	Jan-15	Complete	100%		
2. Approved and issued by s151 Officer	Chris Holme	Feb-15	Complete	100%		
Action / Recommendation		Lead				
Disposal and Letting manual used by Asset Management officers updated to align with the Council's financial regulations. To be approved and adopted by Cabinet. To include how disposal method will be determined (on a site-by-site basis)		Ann Sutcliffe				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
1. Approved by the AMCB	Ann Sutcliffe	Jan-15	Complete	100%		
2. Commissioners review and input sought	Ann Sutcliffe	Feb-15	Complete	100%		
3. CMT	Ann Sutcliffe	Feb-15	Complete	100%		
4. MAB	Ann Sutcliffe	Mar-15	Complete	100%		
5. Cabinet	Ann Sutcliffe	May-15	Complete	100%		

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	Mar-16	Target Revised			to be considered as part of any planned audit reviews which are then reported to Audit Committee
2. As part of the reporting process on each project confirmation of compliance with revised guidance	Ann Sutcliffe	Mar-16	Target Revised			to be included as part of any recommendation report on bids/tenders Original deadline of May 2015 was revised following discussion with Commissioners.
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
1. Draft document being consulted on with Legal and finance	Ann Sutcliffe	Sep-15	On Target	20%		Dates further revised following discussion with Commissioners to ensure the interface between community
2. Report to AMCB.	Ann Sutcliffe	Sep-15	On Target	0%		
3. Lead Member/Commissioner review and input	Ann Sutcliffe	Oct-15	On Target	0%		

4. Cabinet/other approval	Ann Sutcliffe	Dec-15	On Target	0%		buildings and grants is taken into account. Original deadline of May 2015 was revised following discussion with Commissioners.
Action / Recommendation		Lead				
Dissemination of new protocols to: Asset Management staff Finance and Legal (lead staff) Members briefing		Ann Sutcliffe / Chris Holme / David Galpin				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
1. Briefing through Asset Management team meeting	Ann Sutcliffe / Chris Holme / David Galpin	May-15	Complete	100%	scheduled for the AM/Business Support Meeting on the 13th April	
2. Briefing through 1:1 meetings with key finance and legal staff	Ann Sutcliffe / Chris Holme / David Galpin	Sep-15	Delayed	75%	Key stakeholders contacted and briefings to take place in next 2-3 weeks	Original deadline of May 2015 was revised to September 2015 following discussion with Commissioners.
3. Guidance to be published in members bulletin	Ann Sutcliffe / Chris Holme / David Galpin	May-15	Complete	100%	Submitted for inclusion in the Members' Bulletin. Procedure also uploaded to the intranet.	

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			
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
1. Draft programme to be agreed with AMCB	Ann Sutcliffe	Feb-15	Complete	100%		
2. Consultation/agreement with Commissioners on proposed process	Ann Sutcliffe	Feb-15	Complete	100%		
3. CMT/MAB consideration	Ann Sutcliffe	Oct-15	Target Revised	50%		The Asset Strategy (which has now been retitled the Asset Strategy: Scoping, Principles & Priorities Paper) is being reviewed following receipt of comments from the Commissioners and colleagues in other directorates. Once that comments are

						incorporated into the document, it will be reconsidered at CMT (September) before going to MAB and Cabinet (October) Original deadline of Sept 2015 was revised to October 2015 following discussion with Commissioners.
4. Cabinet/other approval	Ann Sutcliffe	Nov - 15	Target Revised	50%		Original deadline of July 2015 was revised to November 2015 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
1. Draft programme to be agreed with AMCB	Ann Sutcliffe	Feb-15	Complete	100%		
2. Consultation/agreement with Commissioners on proposed process	Ann Sutcliffe	Mar-15	Complete	100%		as part of the commissioner meetings
3. CMT/MAB consideration	Ann Sutcliffe	Oct-15	Target Revised	50%		Target date adjusted due to lack of Cabinet meetings following the election court judgement (relies on adoption of Asset Strategy SPPP) Original deadline of June 2015 was revised to October 2015 following discussion with Commissioners.
4. Cabinet/other approval	Ann Sutcliffe	November 2015	Target Revised	50%		Original deadline of June 2015 was revised to November 2015 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	Oct-15	On Target	0		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	Nov-15	On Target	0		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	Dec-15	On Target	0		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	Dec-15	On Target	0		meeting to be scheduled

Governance						
Action / Recommendation		Lead				
Review and update terms of reference for Asset Management Working Group and Asset Management Board		Ann Sutcliffe				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Documents currently under review and to be considered by the Board and the Group	Ann Sutcliffe	Jul-15	Complete	100%	Documents reviewed and amendments made to update them.	to be circulated to AMWG and board members for their comments before ratification at respective meetings

Best Value Action Plan – 6 monthly update

Best Value Action Plan – 6 monthly update

Best Value Area	Communications	Overall Delivery Status GREEN
Progress Summary		
<p>There has been strong progress towards the targets in the Best Value Plan on Communications.</p> <p>The Plan responds to the issues in the PriceWaterhouseCooper inspection report in which references to communications activity were relatively limited. It also provides a positive programme of work for the Council's Communications moving forward.</p> <p>The council has taken this increased scrutiny of Communications and how we do it as opportunity to re-visit our existing processes - there is a recognition that we have needed to improve in some key areas.</p> <p>Key Achievements so far include:</p> <ul style="list-style-type: none"> • We have undertaken critical appraisal of our communications functions, resources and activities leading to a refreshed approach based on VFM principles for 2015/16; • We have updated the Communications protocol and this has been promoted widely to staff via internal communications channels; • We commissioned an external review of East End Life which explored alternative methods and channels for communicating with residents. This review also re-tested compliance with the Code of Recommended Practice on Local Authority Publicity, benchmarked with other councils and provided costed options. Further work has subsequently been undertaken, and shared with Commissioners, to further test code compliance and costings. • Having now had an opportunity to review this further work the Mayor has instructed that the Council's communications should move to become fully compliant with the above Code by March 2016 at the latest. The review work to date demonstrates that there is likely to still be a case, related to cohesion and equality due to the nature of the borough and its residents, for communicating with local people, in some form which does not breach the code, more regularly than quarterly. To ensure that in fully complying with the code from March 2016, no part of our population is excluded from information, a wider review of the Council's communications is being commissioned to look at alternative approaches in the context of wider communications goals and our developing digital communications strategy. This review will be completed by the end of October 2015. This will enable the Mayor to take a formal decision about a code compliant approach to future council communications during November, and 3 months notice to be given in respect of print and distribution contracts to avoid associated penalties. It will also enable a formal restructure process to be undertaken in relation to staff to re-focus staff resources on the goals and approach agreed. Negotiations are also underway with these providers about the implications of any interim reduction in frequency prior to March 2016 and, if practical given budget implications, it is proposed as an interim to move to fortnightly or monthly before that date. • We have rolled out a Print and Design framework which is delivering significant savings. Panacea (the design framework) has been rolled out from April 1 with training given to staff. All marketing collateral now goes through Communications Service; • We have continued to develop a shift to digital communications with an agreed Digital Media Strategy now being implemented and a growing social media presence, which has seen a significant increase in the numbers of residents engaging with us through Twitter (where we have 9,251 followers), Facebook and Instagram; and 		

- We have continued to deliver popular and high profile campaigns such as Taste Brick Lane – a campaign to drive tourists, visitors and residents to businesses in Brick Lane during March - and the #50TH campaign celebrating the anniversary of the establishment of the London Boroughs. All of our campaign activity and planned, proactive work for directorates in line with the priority activities seeks to include sound monitoring processes and cost neutral activities where possible.

We continue to make progress against the outstanding areas of work on our Action Plan.

Plans:

- We have provided support to the new Mayor in line with the Publicity Code and have delivered training sessions for relevant Mayor's office staff about their responsibilities under the Communications Protocol;
- The new Mayor has requested a further review of the role of East End Life which will be shared with Commissioners;
- We have developed and are delivering a Digital Communications Strategy to further promote our online communications;
- We have procured a new Content Management System (CMS) which will enable us to improve our SOCITM rating through an improved focus on mobile technology and increasing access, load times and back end functionality. This is one of the areas of work where the original timeframe has had to move from a target of June 2015 due to legal and procurement issues. The revised date of October 2015 has been agreed with the Commissioners;
- We will be developing service communications plans during the next few months which go into more detail than the overarching Communications Strategy. These will enable us to move away from reactive communications activity to more planned work with clearer links to the council's corporate priorities and community plan themes;
- We are currently finalising an updated Internal Communications Strategy, taking into account a shift into more online communications and aligning with HR initiatives like Your Workplace, Your Voice. This will seek to build upon improved digital functionality arising from the new CMS;
- We will develop a robust business plan identifying new revenue streams, seeking to maximise existing income activities and provide a clear growth plan.

We will continue to report on performance measures through regular reports to DMT, CMT and the Mayor and Cabinet as appropriate.

We have identified a number of measurable outcomes to underpin the delivery of the Plan including:

- 90 per cent positive/neutral coverage of the council in the media as assessed in our quarterly performance monitoring reports;
- 100 per cent of relevant Mayors' office staff to have received training on Communications Protocol by end of August 2015;
- Strategic Communications Plans agreed for key services by September 2015;
- Audit of compliance with Communications Protocol to provide substantial assurance;
- New CMS live by end of October 2015 and ongoing move towards becoming a digital council, with the aim of regaining 3* SOCITM rating;
- Continued increase in Twitter followers with target of 10,000 by end of 2015.

Best Value: Communications Action Plan - BVPRP meeting 15 July 2015

Strategy

Action / Recommendation Lead

Critical appraisal of all communications functions, resources and activities leading to refreshed approach based on VFM principles for 2015/16

Kelly Powell

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Complete review and incorporate results and recommendations in strategy and costed publicity plan	Kelly Powell	Mar-15	Complete	100%	Fully costed publicity plan produced and shared with CMT and Commissioners.	

Action / Recommendation Lead

New Communications Strategy

Kelly Powell

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Communications Strategy completed	Kelly Powell	Mar-15	Complete	100%	Communications strategy agreed by CMT	

Action / Recommendation Lead

New Communications protocol and style guide

Kelly Powell

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Develop a revised protocol combined with style guide providing clarity and support to all communicators	Kelly Powell	Apr-15	Complete	100%	Protocol revised and approved by CMT on 7/4/15	
Re-launch and mandatory training of all relevant staff about requirements of revised Code	Kelly Powell	Apr-15	Complete	100%	Protocol to be included in mandatory training for managers being rolled out mid-April and into May. Protocol to be re-launched on the intranet in early May	
Establish programme of testing to ensure compliance with Code	Internal Audit	Dec-15	On Target	10%	Discussions held with Internal Audit re programme	
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 in May.	Oda Riska	Oct-15	Target Revised	75%	Successful procurement of new CMS completed in August 2015. Internal communications to staff about the changes have been issued via Managers' Briefing and intranet messages, which also require staff to review and audit existing pages to prepare for the transition to the new CMS. .	Original deadline of June 2015 was revised to October 2015 following discussion with Commissioners.

Digital communication strategy developed to underpin and enable channel shift in range of Council customer facing activity including communication	Oda Riska	Jun-15	Complete	100%	Strategy agreed by CMT	
Action / Recommendation		Lead				
New web-based print and design management system	Kelly Powell					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Internal awareness / training programme to be launched to build better print and design procurement competencies across the organisation.	John Hoang	Apr-15	Complete	100%	Internal comms and engagement undertaken to raise awareness across the council	
Mandatory training for all staff with print and design responsibilities.	John Hoang	Apr-15	Complete	100%	Training is underway and due to be completed by end of April 2015	
East End Life Review						
Action / Recommendation		Lead				
Review of options for East End Life refreshing value for money assessment and including options for revised frequency	Kelly Powell					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Alternative methods and channels identified and costs explored in light of Digital Strategy above	Kelly Powell / Helen Watson	Apr-15	Complete	100%	Review and report complete and submitted to Commissioners 29/4	External review being commissioned to

						move to code compliance by March 2016. Reduced frequency to be introduced in meantime.
Compliance with Publicity Code re-tested	Kelly Powell / Helen Watson	Apr-15	Complete	100%	Included in review and further explored in subsequent analysis	
Alternative provision arrangements considered	Kelly Powell /Helen Watson	Apr-15	Complete	100%	Included in review and further explored in subsequent analysis	
Benchmarking and review of other boroughs	Kelly Powell / Helen Watson	Apr-15	Complete	100%	Included in review	
Fully costed options for delivery	Kelly Powell / Helen Watson	Apr-15	Complete	100%	Included in review and further explored in subsequent analysis	
Provide all elected members access to the review	Kelly Powell / Helen Watson	Apr-15	Complete	100%	Considered by MAB. Sent to Group Leaders.	
Refreshing Internal Communications						
Action / Recommendation		Lead				
Align activity to HR strategy and develop knowledge-sharing culture		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Complete plan for suite of products and activities to improve and raise profile of internal communications	Kelly Powell /John Hoang	Aug-15	Complete	100%	Proposals for an internal communications channel shift have been included in a wider Internal Communications	The Internal Communications Plan is still draft and needs to be

					Strategy document. The Internal Communications Strategy includes plans to raise the profile of internal communications through engagement events and activities, improvements to existing channels and further joint working with HR colleagues.	submitted to CMT.
Develop evaluation and feedback mechanisms	Kelly Powell /John Hoang	Aug-15	Complete	100%	Included in the Internal Communications Strategy.	
Campaign planning and delivery						
Action / Recommendation	Lead					
Deliver timely, cost effective and high impact campaign programme with the council's 50 th anniversary as a centrepiece	Kelly Powell					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Delivery and financial planning delivering, where possible, cost neutral activities	Kelly Powell	Apr-15	Complete	100%	Campaign programmes are ongoing beyond April but planning activity undertaken and being discussed across directorates.	

Action / Recommendation		Lead				
Campaign partnerships established with other boroughs		Kelly Powell			Initial meetings held with other local authorities	Meetings to continue and joint planning opportunities to be identified.
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Campaigns delivered taking advantage of economies of scale and broader reach and impact	Kelly Powell / Sharan Ahmed	Aug-15	Complete	100%	We have worked with LB Newham (as lead authority) on a campaign around the devolution of powers to a group of NE London authorities; with Hackney and Islington on the award winning ZEN zero emission network campaign - the project aims to improve air quality by encouraging businesses to use lower emission energy and travel options to help improve the environment and save money. We propose to join the Council Advertising Network (CAN) to explore potential additional revenue through website advertising. Other local authorities are part of this venture, which, in addition to potential for revenue raising for LBTH, includes opportunity to promote council campaigns more widely.	We will continue to work with other London boroughs where appropriate to take advantage of economies of scale and increased reach. We have started procurement processes to enable us to join CAN, subject to CMT approval.

Action / Recommendation		Lead				
A detailed three year plan established as a flexible tool for forward planning and proactive media work		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Fully planned and costed projects wrapped around key events	Kelly Powell / Kelly Powell	Apr-15	Complete	100%	Communications activities for the year ahead agreed with services and reported regularly to Mayor's Office. Information fed into Managers' Planning document.	Ongoing reporting to CMT for media performance, as previously scheduled.
Resources more effectively used when reactive media work required	Kelly Powell / Kelly Powell	Apr-15	Complete	100%		
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)	Sep-15	On Target	50%	Initial analysis complete	

Business plan for communications revenues stream complete and approved	Sharan Ahmed (with CLC as required)	Sep-15	On Target	50%	Business plan under development	
Review opportunities and approach to use of Council poster and other advertising sites	Sharan Ahmed (with CLC as required)	Sep-15	On Target	50%	Opportunities under review and subject to discussions with relevant council colleagues	

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					
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Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Advisory group/s established	Kelly Powell	Sep-15	On Target	50%	Exploratory meetings and initial discussions complete	

Accountability and performance

Action / Recommendation Lead

Produce highly effective management information and data to enable robust evaluation of Comms activity and informed forward planning	Kelly Powell					
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Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Detailed, timely reporting that meets the needs of corporate and directorate business plans	Kelly Powell	May-15	Complete	100%	Regular reports submitted to DMT and CMT to be supplemented by development of Service based Communications Plans as agreed by CMT in April 2015	
Supporting colleagues						
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 / Kelly Powell	Sep-15	On Target	25%	Initial considerations of training and support needs undertaken within Comms Service	Full proposals to be considered by DMT

Mayor's media advisors						
Action / Recommendation	Lead					
Ensure Mayor's office media support offers value for money and complies with Communications Protocol	Kelly Powell					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Robust arrangements for monitoring activity of advisor contracts to be implemented including ensuring activity relates to role of Mayor and not in his political role	Service Head Democratic Services	Mar-15	Complete	100%	The advisor contracts were terminated in April and the current Mayor has indicated in his manifesto he will not be appointing any.	
Induction for Mayor's Media Advisors and training re Code and Protocol	Kelly Powell	Mar-15	Complete	100%	Induction meetings held	
Regular audit of media advisors' activity to be undertaken and reported to Audit Committee	Section 151 Officer	Dec-15	Complete	100%	The current Mayor has indicated in his manifesto he will not be appointing any	

Best Value Action Plan – 6 monthly update

Best Value Area	Organisational Culture	Overall Delivery Status GREEN
Progress Summary		
<p>The aims of the Organisational Culture Plan are:</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>The plan incorporates how we invest in people, how we rebuild trust and how we embed best value. Key achievements include:</p> <ul style="list-style-type: none"> • Improved internal staff communication including regular newsletters, Your Workplace Your Voice campaign, staff suggestions scheme and interactive intranet platform designed with staff input and now averaging 500 unique page views per week • Engagement of staff in theme based Continuous Improvement Groups looking at issues such as Harnessing Technology and Improved Customer Service • Creating Your Voice Ambassadors supported by development opportunities to embed the messages and seek feedback across the organisation • Refresh the Staff Recognition Scheme • Positive feedback from IIP interim inspection – already achieved Silver, aiming for Gold in year • Appointed external support to facilitate a forum to address trust issues • Increased openness and transparency through setting up HOPS and Corporate Director drop-in sessions for all elected members • Doing more to promote ward activities to elected members • Developing annual performance appraisal arrangements for HOPS/Corporate Directors • Mayoral attendance at OSC being programmed in to 15/16 programme • Ensuring all key decisions incorporate a consideration of best value implications • Instituted a Governance Working Party to consider areas of improvements to the constitution and committee working • Revised the Members' Code of Conduct to be considered by the Standards Advisory Committee <p>Next Steps</p> <p>There have been some slight delays in some aspects of the plan relating to working with elected members given the removal of previous Mayor and consequent election – these delays have been fully discussed with Commissioners and revised timetables agreed. The election of a new Mayor has now provided a platform for moving forward. Key next steps are:</p> <ul style="list-style-type: none"> ▪ Increase the number of Your Voice Ambassadors through greater promotion of the personal benefits for Your Voice Ambassadors ▪ Continue to encourage interaction through the staff website and forums ▪ New Mayor now inputting into current and future plans and promoting culture of transparency and trust, eg commitment to public meetings across the borough. Programme to be developed in 		

discussion with him.

- New CE once appointed to further shape and promote organisational culture and behaviours
- Governance, constitution and Code of Conduct changes to be consulted on and progressed

Proposed outcomes and measures

In delivering the plan, 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

The proposed outcomes include:

- IIP Gold
- Staff survey measures – motivation, views on leadership, values, priorities
- Internal audit report on Best Value Actin Plan implementation – at least substantial assurance
- No Standards Committee complaints relating to member conduct
- Mayoral attendances at OSC and other public fora

**Best Value: Organisational Culture Action Plan – BV Board meeting
15 July 2015**

Investing in People						
Action / Recommendation		Lead				
Publication of quarterly, printed Directorate Newsletters (Your Directorate, Your Voice)		Simon Kilbey				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Council wide initial newsletter to launch the project	Simon Kilbey	Feb-15	Complete	100%	Newsletter issued in January	
Finalise first edition for each directorate and issue in the first week of March 2015	Simon Kilbey	Mar-15	Complete	100%	Newsletters issued for CLC, ESCW, D&R and LPG. Resources newsletter is with the printer and will be issued by the end of April	
Agree quarterly publication schedule	Simon Kilbey	Mar-15	Complete	100%	Publication schedule complete	
Action / Recommendation		Lead				
Develop an interactive area on the intranet (Your Workplace, Your Voice) for staff to engage, comment and ask questions		Simon Kilbey				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Develop, test and consult on content	Simon Kilbey	Mar-15	Complete	100%	Focus groups held	

Demonstrate site at focus groups and key stakeholder meetings	Simon Kilbey	Mar-15	Complete	100%	demonstrations undertaken at various meetings/groups	
Engage managers to use the site to collect baseline information	Simon Kilbey	Mar-15	Complete	100%	presentations delivered to all SMTs as part of the liP preparations	Will also be discussed as part of the Managers' Essential training to be delivered in April and May
Launch site	Simon Kilbey	Mar-15	Complete	100%	Site launched 16th March	
Action / Recommendation	Lead					
Develop Continuous Improvement Groups	Simon Kilbey					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Identification of group members	Simon Kilbey	Apr-15	Complete	100%	Chairs of each CIG have identified and approached members	
Creation of work programme for each group	Simon Kilbey	Apr-15	Complete	100%	Facilitated sessions have been organised to develop the work programme, which will be presented to CMT	
Action / Recommendation	Lead					
Create a staff suggestion scheme	Simon Kilbey					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Launch of interactive site including e-form	Simon Kilbey	Mar-15	Complete	100%	Scheme launched 16th March	

Action / Recommendation		Lead				
Create Your Voice Ambassadors to convey key messages and feed-back staff views		Simon Kilbey				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Agree training package	Simon Kilbey	Apr-15	Complete	100%	Training package agreed and budget identified	
Recruit Ambassadors	Simon Kilbey	Apr-15	Complete	100%	Opportunity has been advertised through newsletters, THNet and presentations to all SMTs. Ambassadors recruited and looking to encourage more.	Undertaking additional targeted, focused recruitment and training.
Launch project	Simon Kilbey	Apr-15	Complete	100%	The project has been launched through various media. Operating models have been developed and agreed.	
Action / Recommendation		Lead				
Refresh the Staff Recognition Scheme		Simon Kilbey				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Hold focus groups to gather views and suggestions	Simon Kilbey	May-15	Complete	70%	Survey issued to all staff through THNet. Low response received. Focus groups held during Managers' Essentials sessions and suggestions requested through course evaluation	Focus group sessions will take place at the next staff forum meetings in July

Launch video clips on the intranet and test the level of engagement	Simon Kilbey	May-15	Complete	100%	video clips launched 16th March	
Present proposals to staff forums	Simon Kilbey	May-15	Complete	100%	Initial presentations undertake. Follow up discussions to be held in July	
Launch new scheme	Simon Kilbey	Sep-15	Complete	100%	Online nominations have been launched and some awards will be presented at the conference in October.	Further work will be undertaken following feedback from the conference and once we know how the whole scheme fits with the workforce strategy. Original deadline of June 2015 was revised to September 2015 following discussion with Commissioners.
Action / Recommendation		Lead				
Rebuilding elected member relationships	Steve Halsey/ Mayor/ Group Leaders					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
LGA facilitated forum to review elected member and senior officer relationships – annual for 3 years (May 2015; May 2016 and May 2017)	Steve Halsey/ Mayor/ Group Leaders	Sep-15	Target Revised	50%	Deadline revised to have support in place by mid-June to reflect new Mayoral election. Revision agreed with Commissioners 29/4. Solace appointed June 2015 and scope of work agreed with them. Programme of interviews with key officers and elected members now underway.	Original deadline of March 2015 was revised to September 2015 following discussion with Commissioners.
Mayor and elected member engagement in design of LGA	Steve Halsey/ Mayor/ Group	Sep-15	Target Revised	50%	Solace consultants met with Mayor to agree scope and interviews being set	

support	Leaders				up with Group Leaders	
Develop an action plan to respond to recommendations of above review	Steve Halsey/ Mayor/ Group Leaders	Oct-15	Target Revised	0%	Included within brief	Action Plan to be finalised based on recommendations
Deliver and monitor action plan	Steve Halsey/ Mayor/ Group Leaders	Oct-15	Target Revised	0%	Requirement for forward plan included within brief	Robust delivery and monitoring arrangements will be put in place
Action / Recommendation	Lead					
Ensure Executive is open to scrutiny						
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Mayor to attend and answer questions at a public meeting of the Overview and Scrutiny Committee at least once year	Mayor	Mar-16	On Target	0%	The mayor has attended two meetings of the Overview and Scrutiny Committee since his election in June 2015 and has made a commitment to attend regularly	
CE/HoPS and Corporate Director drop-in sessions open to all Councillors – twice a year for each	CMT	Apr-15	Complete	100%	Sessions set up monthly for remainder of 2015	
Councillors to be informed through Members' Bulletin of activities and events in their wards		Apr-15	Complete	100%	Regular updates through Members' Bulletin planned	
Establish arrangements for annual performance appraisal of CE/HOPS and Corporate Directors to include accountability to Executive and Council	Simon Kilbey	Jul-15	Complete	100%		

Action / Recommendation		Lead				
Develop cross party member working groups on key issues		Louise Russell/ John Williams				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Review model and lessons learnt from Members Diversity and Equality working group	Louise Russell/ John Williams	Mar-15	Complete	100%	Model reviewed and lessons identified	Outcome of review to be reported to Governance Working Group for consideration of next steps.
Agree 1-2 areas to trial approach, linked to key priorities within Community Plan	Louise Russell/ John Williams	Sep-15	Target Revised	50%	Suggested areas emerging to be discussed at next Working Group – see below.	Amended timeline agreed at BV Board June 2015 as relating to new Mayor election and need to engage Mayor and Cabinet members. Governance Working Group to be advised by Director LPG/Monitoring Officer – next meeting scheduled for 22 September once new appointee takes up post. Original deadline of May 2015 was revised following discussion with Commissioners.

Set up initial time limited project groups	Louise Russell/ John Williams	Sep-15	Target Revised	0%		Project groups to be set up at Governance Working Group Original deadline of May 2015 was revised following discussion with Commissioners.
Evaluate and review	Louise Russell/ John Williams	Dec-15	On Target	0%		

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
Review, strengthening and clarifying the Officer / Member protocol and scheme of delegations	Monitoring Officer	May-15	Complete	100%	The Standards Advisory Committee has approved a proposed revision of the Council's Code of Conduct and Arrangements for Handling Complaints for consultation with a view to making recommendations to the Council later in the year.	Consultation with elected members through their Group Leaders (and directly with unaligned members and co-opted members)
Re-iterating within protocol requirement for officers to provide impartial advice to Mayor and all elected members	Monitoring Officer	Jun-15	Complete	100%	This will be completed once the new Code of Conduct has been completed (the parent document)	
Refresher training for members and key staff	Monitoring Officer	Dec-15	Complete	100%	A training session for Members was held on 18 February 2015.	

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	Monitoring Officer	Dec-16	On Target			Original deadline of May 2015 was revised following discussion with Commissioners.
Action / Recommendation		Lead				
Development of refreshed Community Plan setting out key priorities	Louise Russell					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Community, partner and cross-party engagement and consultation (October 2014 to March 2015)	Louise Russell	Mar-15	Complete	100%	Engagement campaign completed and informing draft Plan	
Consultation with Mayor	Louise Russell	Mar-15	Complete	100%	Discussion at MAB	
Agreed through Cabinet and full Council	Louise Russell	Sep-15	Target Revised	80%	Completed for May Cabinet but postponed to enable new Mayor to review. Slightly refreshed version on agenda for September Cabinet.	Original deadline of July 2015 was revised following discussion with Commissioners.
Action / Recommendation		Lead				
Progress activity emerging from Constitution review	Monitoring Officer					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Progress reported to General Purposes Committee Sept 2014 and constitution updates made	Monitoring Officer	Sep-14	Complete	100%	Reported in September	

Governance review working group established to progress further constitutional issues	Monitoring Officer	Mar-15	Complete	100%	First meeting held, terms of reference and initial priorities agreed including access to information.	The Interim Monitoring officer proposed a work programme that clarifies roles for all involved, makes recommendations to the Council on Members Allowances and reviews all rules that apply to the Council's processes in accordance with a priority order determined by the elected members. The Mayor and Lead members have been briefed as to how Lead members can take control of use of rules that restrict the use of exempt and confidential information.
Review terms of reference to include consideration of role of Speaker and elected member access to information	Monitoring Officer	Mar-15	Complete	100%	Terms of reference agreed and include these items	
Action / Recommendation	Lead					
Ensuring all decisions are informed by best value requirements	Louise Russell/ Matthew Mannion					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
All Cabinet and Committee papers to incorporate an explanation of how the recommended action reflects the Council's best value duty – template to be devised and	Louise Russell/ Matthew Mannion	Apr-15	Complete	100%	Revised template agreed and disseminated to services and on intranet	Ongoing monitoring to ensure used robustly in reporting

disseminated						
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	

Best Value Action Plan – 6 monthly update

Best Value Area	Recruitment	Overall Delivery Status GREEN
Progress Summary		
<p>This area of action centred around appointment to the three statutory posts of Corporate Director of Resources (S151 Officer), Director of Law, Probity and Governance (Monitoring Officer) and Chief Executive.</p> <p>Appointment to these posts will be complete by the time the six month monitoring report is submitted and two of the appointees will have commenced in their posts.</p> <p><u>Corporate Director Resources and Director of Law, Probity and Governance</u></p> <ul style="list-style-type: none"> • The recruitment process for these posts re-commenced following Commissioners' clearance on 11th February and a formal decision by HR Committee on 19th February. • The meeting of the Appointments Sub-Committee on 4th March received Penna's recommendations for candidates to be invited to final interview. • The Appointments Sub-Committee was re-convened on 10th March to carry out final interviews with the short-listed candidates and select the preferred applicants. • Final clearances were then obtained for the selected candidates and offers of employment confirmed. • The successful applicant for the post of Corporate Director Resources has confirmed that she will take up employment with Tower Hamlets on 1st August. The commencement date for the Director of Law, Probity and Governance will be September 17th. <p><u>Chief Executive</u></p> <ul style="list-style-type: none"> • HR Committee at its meeting on 28th May agreed the way forward for the appointment of a Chief Executive. • The post was advertised on 25th June with a closing date of 10th July. • Mr Will Tuckley has been appointed and the appointment was formally agreed on 26th August. He has served as Chief Executive of the London Borough of Bexley since 2008 and was previously Deputy Chief Executive for Croydon Council, Head of Policy for the Association of London Government (now London Councils) and the Chair of a large housing association. His start date will be in November at the latest and will be finally confirmed in the next couple of weeks. 		

Best Value: Statutory Officer Recruitment Action Plan - BVPRP meeting 15 July 2015

Action / Recommendation		Lead				
Recruitment of Director of LPG (Monitoring Officer) and Corporate Director Resources (S151 Officer)		Steve Halsey / Simon Kilbey				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Following Commissioners' clearance, steps to re-start recruitment process instigated	Steve Halsey / Simon Kilbey	Feb-15	Complete	100%		
Formal decision to resume recruitment process, confirm further stages in process with timescales.	HR Committee		Complete	100%		
ASC receive Penna's recommendations for candidates to be invited to final interview. Commissioners to attend and have the opportunity to challenge any representation by Members to vary from the recommended list. Shortlisting 04.03.15 – Shortlisting for both DLPG and CDR	Appointments Sub Committee	Mar-15	Complete	100%		
ASC to carry out final interviews with short-listed candidates, receive results of any psychometric tests and select preferred applicant. References to be available to ASC. Commissioners to attend ASC as observers and potential advisors on technical suitability of candidates. 10th March (DLPG and CDR)	Appointments Sub Committee	Mar-15	Complete	100%		
Review with Commissioners, Head of Paid Service and Service Head HR&WD. Commissioners to be given opportunity to discuss any areas of concern or confirm their and the Secretary of State's satisfaction with process and selection of candidate. Ideally to coincide with Mayor and Executive 'opportunity to object' period.	Steve Halsey/Simon Kilbey		Complete	100%		

Opportunity for the Mayor and the Executive to object to the appointment. Two working days (max). Target date 13th March (DLPG) Target date 16th March (CDR)	Democratic Services	Mar-15	Complete	100%		
In event of an objection, ASC to consider the objection. Commissioners to attend ASC as observers on process of determining the objection. Target date 23rd March (if needed)	Democratic Services / ASC	Mar-15	Complete	100%		No objections
Letter to Commissioners and Secretary of State informing of the outcome of the recruitment processes. Commissioners to carry out any final consultation necessary with Secretary of State.	Steve Halsey / Simon Kilbey / Commissioners	Mar-15	Complete	100%		
Following agreed appointments formal offer to be confirmed to candidates.	Simon Kilbey	Mar-15	Complete	100%		All clearances received. Awaiting confirmation of start dates.
Action / Recommendation		Lead				
Chief Executive/Head of Paid Service	Simon Kilbey / Chair HR Committee/Mayor and Group Leaders					
Milestone [revised to reflect Direction]	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
<i>Timetable as per Direction received 29th April</i>	Simon Kilbey / Chair HR Committee / Mayor and Group Leaders	As per Direction	Complete	100%	The appointment of Will Tuckley as CE, was formally agreed on 26 th August. He is currently CE of LB Bexley.	Awaiting confirmation of start date.

Best Value Action Plan – 6 monthly update

Best Value Area	Elections	Overall Delivery Status (RAG)
		Green
Progress Summary		
<p>The Elections Best Value Action Plan focussed primarily on the delivery of the elections in May and June 2015. The UK Parliamentary General Election took place on 7th May 2015. In Tower Hamlets the constituencies of Bethnal Green & Bow and Poplar & Limehouse were contested. On 23rd April 2015 a judgment of the Election Court voided the Tower Hamlets Mayoral election of May 2014 and disqualified from office the former Mayor and a Councillor for Stepney Green Ward. As a result, a fresh Mayoral election and a ward by-election were held on 11th June 2015.</p> <p>The planning, management and implementation of two major elections in a five week period represented a major challenge for the Electoral Services team and all staff involved, and it is a tribute to those staff that the elections were delivered successfully and with significant improvements over the May 2014 polls in all areas.</p> <p>The Returning Officer received support in the management of the elections from the DCLG Commissioners and from their appointed representative, Barry Quirk (CE of L. B. Lewisham).</p> <p>Planning for the 7th May 2015 General Election, and contingency planning for the possibility of a re-run Mayoral election, commenced in the autumn of 2014 with the RO's consultation on the proposed arrangements for the count. This work built on learning points from the combined May 2014 polls and in particular the recommendations of the Electoral Commission which reported on delays that had occurred at the count for those elections.</p> <p>Assessment of the May/June 2015 elections</p> <p>The management and implementation of the elections incorporated a number of significant improvements over previous practice in Tower Hamlets as set out below. Strengthened arrangements were put in place for the UK Parliamentary Elections on 7th May, particularly around ensuring good order at the polling stations, integrity of the electoral process and efficiency of the count. These arrangements were in turn maintained and further improved for the Mayoral election on 11th June.</p> <p>At both elections positive feedback was received from candidates, agents and others on the improvements introduced and the number of complaints received by the Returning Officer and the Metropolitan Police was significantly reduced from May 2014. The following paragraphs summarise some of the specific actions taken in relation to areas of the electoral process.</p> <p>Joint working</p> <p>The RO worked jointly with partner agencies to deliver the successful elections. A joint project group met fortnightly from January until the Mayoral election on 11th June 2015, including attendance by the Metropolitan Police (Tower Hamlets and Scotland Yard), the Electoral Commission, DCLG Commissioners and Barry Quirk.</p> <p>Risks, contingencies, milestones and key actions were updated regularly until election day. All pre-election milestones were completed and the Electoral Commission's requirements met.</p> <p>Management expertise and capacity was enhanced through the procurement of experienced external</p>		

resource as consultant to oversee key aspects of the plans including staff training and co-ordination of the verification/count.

Registration

As is usual in the run up to an election, the Electoral Services Team were very busy in the weeks prior to 11th June. Over 10,000 updates (deletions, additions and amendments) were made to the register in the two months prior to the deadline. In addition thousands of telephone queries were received and responded to, and all late applications were checked for additional ID information.

Postal votes

Over 26,500 postal votes were issued for the Parliamentary election, of which approximately 70% were returned. The figures for the Mayoral election, for which the franchise is wider, were c. 29,500 and 60% respectively. Discussions were held with the Royal Mail regarding measures to ensure security of delivery. All postal vote statements were scanned and verified at Postal Vote Opening Sessions run by a dedicated DARO. All staff involved in adjudication of personal identifiers were trained on EC forensic handwriting guidance. Procedures and staff instructions were reviewed and agents advised that no 'tallying' was permitted. The rejection rate for personal identifiers at the Mayoral election was c. 7%, slightly lower than at previous elections in Tower Hamlets.

Polling Stations

111 polling stations were used, in a total of 76 polling places. Double polling stations utilised a single ballot box to simplify the delivery and verification processes. Polling stations were all visited and surveyed in advance of polling day by RO staff and police officers and plans made for access and egress routes, layout and areas to be kept clear at the entrances, which were then marked out by hazard tape on the day.

Presiding Officers and police on duty were trained jointly in advance to ensure better communication and a common understanding of the rules, roles and responsibilities. Tower Hamlets Police provided cover for all polling stations throughout the day with locally based officers (2 x police officers on 'Red' assessed stations, including body-cam equipped officer). A joint RO/Police bid to Cabinet Office funds available to 17 high risk authorities to address integrity resulted in funds for enhanced electoral registration activity and extended police hours on polling day.

All staff were required to confirm that they are not affiliated to any political party or candidate and all staff where possible were appointed to work at a different polling station, outside their home constituency. The RO again instructed that staff speak only English in the polling station and count. This provision is included in staff instructions and training. There was overwhelmingly positive feedback from the public, candidates and agents on both the organisation of the polling stations and the policing operation.

Verification and Count

The verification and count for both elections took place at the ExCel Centre, E16. The venue was chosen due to its capacity/size and facilities to ensure security and crowd management as well as a more efficient count. A range of improvements were introduced to the layout and count procedures including double-width counting tables; Tensa barriers to mark out areas reserved for authorised agents and candidates; external security staff on the reception desk; security wristbands for all attendees; and a requirement for photographic proof of ID. All attendees were required to sign a code of conduct as a condition of entry. CCTV was operational in the venue.

As proposed by the RO in September 2014, a dedicated Facilities Management officer was appointed as Event Manager/ Logistics lead, providing dedicated facilities support to the count planning work and

venue/police liaison for the Mayoral election.

A full review of count procedures and paperwork was conducted and instructions to count staff redrafted. Count training was enhanced including a 'dress rehearsal' in situ approx. 3 hours before the start, and a higher ratio of count supervisors to assistants ensured more efficient management of the process.

Integrity measures

The Tower Hamlets Local Protocol was updated in consultation with partners and interested parties and re-launched on 30th March 2015. This set out enhanced integrity measures around registration and the election, and clear standards of conduct required, to complement the Electoral Commission's own revised Code for 2015. Once again the RO provided a dedicated e-mail account and phone hotline for any complaints of possible fraudulent activity. To ensure full understanding of the process and rules, a total of four Candidates and Agents meetings were held.

A Communications Plan was agreed with the Council's media team to ensure effective communication of key messages regarding the election and in particular security/integrity of the vote. Publicity was co-ordinated with partner agencies. In addition reactive work and social media monitoring continued through to election day and beyond.

Ongoing Challenges

Notwithstanding the achievements listed, the RO and the Elections team have identified a series of ongoing challenges and further improvements that can be made in preparation for future elections. In particular the following actions are ongoing:

- Full review of the elections 2015 including consultation with interested parties to identify issues and areas of success and/or learning points for improvement.
- Review of procedures for each element of the election and peer challenge via the AEA where appropriate to secure continuous improvement
- Finalisation of the Electoral Services Team reorganisation (currently subject to consultation with trade unions) to secure permanent enhancement to the resources available including a more defined split between the registration and elections functions
- Further discussions with the Contact Centre regarding an increased role for the CC in handling routine queries.

In addition work is underway to follow up all complaints received in May/June 2015 in liaison with the Metropolitan Police where necessary.

A presentation on Lessons Learned was considered by the Best Value Programme Review Board in September and a final report will be submitted to the Council's General Purposes Committee and Eric Pickles' review of electoral fraud.

Best Value: Elections Action Plan						
Planning and management capacity						
Action / Recommendation		Lead				
Joint working with partner agencies		John Williams/Louise Stamp				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Joint project group to meet fortnightly January – April 2015, more frequently as required immediately prior to election.	John Williams / Louise Stamp	Apr-15	Complete	100%	Fortnightly meetings inc attendance by Electoral Commission, Commissioner/B. Quirk	Meetings continued to Mayoral election 11.06.15
Action / Recommendation		Lead				
Enhance management expertise and capacity		John Williams				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Procurement of experienced external resource as consultant to oversee key aspects of the plans including verification/count and postal voting	John Williams / Louise Stamp	Feb-15	Complete	100%	K. Hathaway and P. Parker contracted to provide management assistance, conduct staff training and count co-ordination	
Nomination of dedicated Facilities Management resource	Keith Fraser / Louise Stamp	Mar-15	Complete	100%	K. Fraser appointed as Event Manager/ Logistics lead, providing dedicated facilities support to election planning work and event manager / police and venue liaison for count at	

					ExCel	
AEA professional count service to support planning work	Keith Fraser / Louise Stamp	Apr-15	Complete	100%	Count plan in place for Mayoral election - layout and staffing finalised, Management arrangements in place, contracts in place with ExCel for facilities and support required.	
Action / Recommendation		Lead				
Performance Standards monitoring	John Williams					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Full information provided to the Commission in relation to election planning and contingency/risk register. Further milestones produced in May 2015	John Williams	Feb-15	Complete	100%	All pre-election milestones completed and Electoral Commission's requirements met.	

Integrity Measures						
Action / Recommendation		Lead				
Enhancement of integrity measures around registration and election, clear statement of standards of conduct required		John Williams				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Revision and strengthening of local protocol, to enhance the Electoral Commission's own revised Code for 2015	John Williams	01-Feb-15	Complete	100%	Local protocol updated in consultation with partners and interested parties, launched 30th March	
Joint RO/Police bid to Cabinet Office funds available to 17 high risk authorities to address integrity	Louise Stamp	01-Feb-15	Complete	100%	Successful bid submitted for enhanced electoral registration activity and extended police hours on polling day. Funds received.	
Action / Recommendation		Lead				
Efficient reporting and effective investigation of any allegations/concerns re: fraud		Louise Stamp				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Continuation of dedicated e-mail account for any complaints of possible fraudulent activity. One working day turn round and referral if necessary to Police SPOC	John Williams	Mar-15	Complete	100%	E-mail account (plus new dedicated telephone line) in place and initial complaints all dealt with inside deadlines. Daily monitoring and processing of any further complaints	To progress outstanding complaints in liaison with Met. Police

Action / Recommendation		Lead				
Adequate numbers of quality assured staff at polling stations, count, PV openings.		John Williams				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
All staff required to confirm that they are not a member of any political party.	Seema Shahnaz	May-15	Complete	100%	All staff appointed and completed declaration required	
Polling station staff where possible to work at a PS that is not in constituency where they live.	Seema Shahnaz	May-15	Complete	100%	All Polling Station staff appointed to 'new' PS and outside home constituency	
Action / Recommendation		Lead				
Staff fully trained on process and all potential scenarios		John Williams				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Enhanced mandatory training before taking up roles. To include practical role-play scenarios.	Louise Stamp	Apr-15	Complete	100%	All training reviewed (with external management support) to emphasise key messages and incorporate new elements identified. Training of all staff complete.	

Polling staff to be trained alongside Police Officers who will be on duty at their PS.	Louise Stamp	Apr-15	Complete	100%	Police officers have attended the PO training sessions as planned, with senior officers assisting with delivery.	
Count training enhanced including 'dress rehearsal' in situ approx. 3 hours before the start.	John Williams / Louise Stamp	May-15	Complete	100%	Count training in place - 10 x advance sessions (held) and 'dress rehearsal' on the day.	

Verification and Count						
Action / Recommendation	Lead					
Eliminate delays whilst continuing to ensure integrity of the count. Enhance procedures including response to Electoral Commission recommendations	John Williams					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Enhanced security measures inc photo ID checks at entry; non-Council security staff; non-transferable security wristbands	Louise Stamp	Apr-15	Complete	100%	All arrangements in place, security company contracted via ExCel; wristbands secured; senior count co-ordinators in place. Full closure of venue to the public and bag searches also undertaken.	
Attendees to be required to sign Code of Conduct as condition of entry.	Louise Stamp	May-15	Complete	100%	Code of Conduct finalised and sent to Candidates and Agents. Signatures obtained on entry to the venue.	
CCTV operational in the venue	Louise Stamp	Apr-15	Complete	100%	CCTV arrangements agreed with the venue, contract in place for monitoring station	Recording to be retained
Additional staff to be used, in particular a higher ratio supervisors: count assistants.	Louise Stamp / Seema Shahnaz	Apr-15	Complete	100%	All count staff appointed. Enhanced ratio of 1:3 supervisors to assistants.	
Full review of count procedures and paperwork in consultation with	John Williams / Louise Stamp	Apr-15	Complete	100%	Review of procedures complete. Instructions to	

external resource/AEA					count staff redrafted.	
In the event that the general election is combined with a TH mayoral election (see 'risk management' below), the mayoral count will be held over until 8 th May, p.m.	John Williams / Louise Stamp	May-15	Complete	100%	Mayoral election held on 11th June 2015	
Polling Districts and Polling Places						
Action / Recommendation		Lead				
Efficient and convenient division of constituencies into polling districts; accessible and suitable polling places		John Williams				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Polling Stations to be agreed with a view to security and convenience of the voting process, and efficiency at the count.	John Williams / Louise Stamp	Mar-15	Complete	100%	Polling District & Polling Place review completed. Accessibility review undertaken of all new venues. ARO/Police staff jointly surveyed all polling places to plan layout, sterile areas etc. Single ballot box to be used at all polling places inc. double stations.	
Register to be amended in accordance with new PDs	John Williams/ Louise Stamp	Mar-15	Complete	100%	Revised register published 1.4.15 and 1.6.15	

Action / Recommendation		Lead				
Ensure integrity of the process and good order at polling stations.		John Williams				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Joint training for Presiding Officers and Police/PCSOs	Louise Stamp	Apr-15	Complete	100%	Police officers have attended the PO training sessions as planned, with senior officers assisting with delivery.	
CCTV/bodycams in use at polling stations	Louise Stamp / MPS	May-15	Complete	100%	TH Police have ___ bodycam-trained resources. To be allocated to high-risk polling stations.	
Police/PCSOs on duty throughout the day including accompanying PO/ballot box at the close of poll to the count venue.	MPS	May-15	Complete	100%	TH Police have committed to staffing each PS throughout the day and will use local TH officers. Staff allocated and attending training as required. However, Police will not accompany PO and ballot box back to the count venue due to insurance complications. Police will however remain at polling stations until the PO has left and security staff will be on duty at ExCel 'dropping off' points.	
Investigation of marked 'clear' areas outside polling stations	John Williams	May-15	Complete	100%	All polling places surveyed and areas to be marked out identified.	

Investigation of additional poll clerk to 'meet and greet', assist with order.	John Williams/ Louise Stamp	May-15	Complete	100%	All polling places surveyed and additional staff appointed where required.	
Continuation of RO instruction re: staff to speak only English in PS	John Williams	May-15	Complete	100%	This provision is included in staff instructions and training	
Postal Voting						
Action / Recommendation		Lead				
Efficient and convenient despatch of postal voting packs.	John Williams / Louise Stamp					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Royal Mail to deliver packs. Discussions to be held regarding measures to ensure security, all packs delivered through individual doors etc	John Williams	Mar-15	Complete	100%	Discussions held with Royal Mail. Quality checks done on PVs at despatch.	
Action / Recommendation		Lead				
Ensure integrity of the process and good order at postal vote opening sessions	John Williams					

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Scanning 100% of personal identifiers.	Louise Stamp	Apr-15	Complete	100%	5 of 8 PV opening sessions held, 100% scan in place	
Dedicated DARO to oversee PV openings.	John Williams	May-15	Complete	100%	Appointment in place	
Training for all involved in adjudication on EC forensic handwriting guidance.	John Williams	Apr-15	Complete	100%	Forensic guidance provided to relevant staff.	
Review procedures and restrictions on PV opening observers' conduct.	John Williams	Apr-15	Complete	100%	Procedures and staff instructions have been reviewed. Agents will be advised that no 'tallying' will be permitted. DARO and supervisors monitored conduct of attendees and intervened as necessary.	

Candidates and Agents meetings						
Action / Recommendation		Lead				
Ensure full understanding of the process and rules; brief re: Code of Conduct etc		John Williams				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Three Candidates and Agents meetings to be held. To cover the process, election offences, code of conduct, polling station and count arrangements, adjudication etc (26 Feb 2015, 1 April 2015 & mid-April 2015)	John Williams / Louise Stamp	Apr-15	Complete	100%	Two meetings held (26th February and 30th March) plus 2 for Mayoral election (12th May and 4th June). All matters identified were covered.	

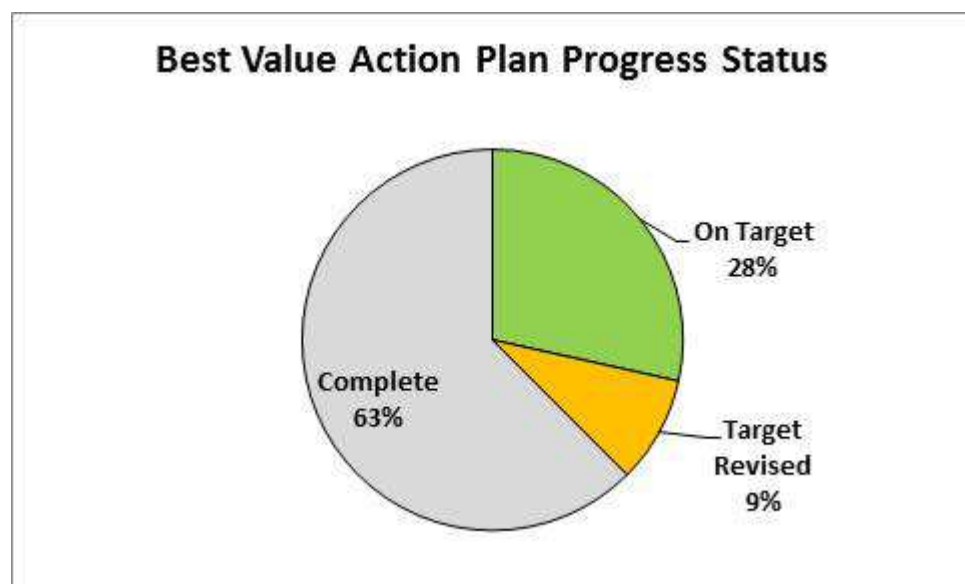
Communications Plan						
Action / Recommendation		Lead				
Ensure effective communication of key messages re: election and in particular security/integrity.		John Williams/ Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Publicity to be co-ordinated with partner agencies	John Williams / Kelly Powell	May-15	Complete	100%	Communications plan in place and being implemented on a weekly basis. Messages and releases co-ordinated with EC and Police where relevant. Also reactive work/social media through to election day and beyond.	
East End Life & other channels to include clear messages re: secrecy (inc. in community languages, graphic material)	John Williams / Kelly Powell	May-15	Complete	100%	Regular coverage in East End Life and other channels, in accordance with the Communications Plan. Coverage continued, including integrity messages, through to election day.	
Pre-Election guidance						
Action / Recommendation		Lead				
Ensure full understanding of the rules, compliance with Code of Recommended practice for LA		Kelly Powell / Monitoring Officer				

Publicity						
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Revised guidance to be issued to Members and officers in advance of the pre-election period	Kelly Powell / Monitoring Officer	Mar-15	Complete	100%	Guidance revised and issued	
Risks, contingencies, milestones and key actions to be updated weekly.	John Williams / Louise Stamp	May-15	Complete	100%	Ongoing at management meetings. Regular updating and review of all plans continued until election day.	
Contingency planning takes into account possible outcome of Election Petition Trial to hold mayoral election combined on 7 May 2015 or shortly afterwards.	John Williams / Louise Stamp	May-15	Complete	100%	Mayoral election held on 11th June 2015	

OVERVIEW OF PROGRESS

Progress with delivering the plans is strong with a large proportion of items complete and all but a very small proportion on track. This has been achieved against a backdrop of significant political upheaval for the Council and a necessary hiatus in decision making following the removal and re-election of a new Mayor. Across the Plan some minor areas of slippage are in the main related to this necessary pause in decision making which has held up approval of some policies. The Commissioners have been updated on and agreed revised targets for these activities through regular progress and Board monitoring meetings.

Overall, 91% of actions are either complete or on target to be completed by the agreed target date as demonstrated in the chart below.



Monitoring is undertaken on a monthly basis. This six monthly update report builds upon this monthly monitoring and includes a narrative summary of progress to date in relation to each action plan. This includes key achievements, planned activity, areas of risk and potential outcome measures to help track progress

Progress has been regularly monitored by the Commissioners through the Best Value Board chaired by the Lead Commissioner and set up to monitor progress in delivering against the action plans. This Board has undertaken in-depth spotlight reviews of each Plan since its inception and through this process proposed outcomes have been developed for each plan. The outcomes are set out in the accompanying progress report for each Action Plan. Progress against these measures will be reported in the 12 month report in March 2016.

In addition to this monthly monitoring, testing compliance with the Best Value Plans has been included in the council's Audit Plan for 2015/16 and will take place during the second half of 2015/16 to feed into an end year report.

As set out by the Mayor in his letter accompanying this submission, some of the key changes made and actions he has put in place since his election have addressed organisational culture. These include the appointment of new Statutory Officers including a new Chief Executive who will play a key role in further driving change in organisational culture to ensure that the strong progress made in delivering actions within the plan is embedded through associated cultural change.