

OVERVIEW & SCRUTINY COMMITTEE

**Tuesday, 3 March 2015 at 7.15 p.m., Room C1, 1st Floor, Town Hall,
Mulberry Place, 5 Clove Crescent, London, E14 2BG**

This meeting is open to the public to attend.

Members:

Chair: Councillor Joshua Peck

Vice Chair: Councillor John Pierce

Councillor Asma Begum	(Scrutiny Lead for Adult Health and Wellbeing)
Councillor Denise Jones	(Scrutiny Lead for Children's Services)
Councillor Dave Chesterton	(Scrutiny Lead for Development and Renewal)
Councillor Peter Golds	(Scrutiny Lead for Law Probity and Governance)
Councillor Mahbub Alam	
Councillor Abjol Miah	(Scrutiny Lead for Resources)
Councillor Muhammad Ansar Mustaqim	

Co-opted Members:

1 Vacancy	(Parent Governor Representative)
Nozrul Mustafa	(Parent Governor Representative)
Victoria Ekubia	(Roman Catholic Church Representative)
Dr Phillip Rice	(Church of England Representative)
Rev James Olanipekun	(Parent Governor Representative)

Deputies:

Councillor Khales Uddin Ahmed, Councillor Sirajul Islam, Councillor Rachael Saunders, Councillor Craig Aston, Councillor Julia Dockerill, Councillor Andrew Wood, Councillor Suluk Ahmed, Councillor Mohammed Mufti Miah and Councillor Md. Maium Miah

[The quorum for this body is 3 voting Members]

Contact for further enquiries:

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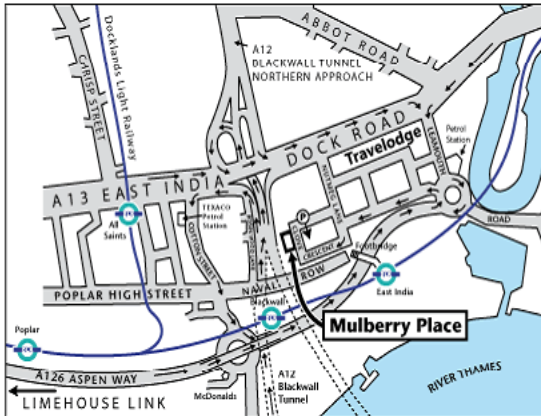
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1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

**2. DECLARATIONS OF DISCLOSABLE
PECUNIARY INTEREST****1 - 4**

To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Interim Monitoring Officer.

3. UNRESTRICTED MINUTES

To confirm as a correct record of the proceedings the unrestricted minutes of the meetings of the Overview and Scrutiny Committees held on 3rd and 10th February, 2015 (To follow).

4. REQUESTS TO SUBMIT PETITIONS

To receive any petitions (to be notified at the meeting).

5. UNRESTRICTED REPORTS 'CALLED IN'

No decisions of the Mayor in Cabinet 4th February, 2015 in respect of unrestricted reports on the agenda were 'called in'.

Whether any recent unrestricted decisions of the Mayor outside Cabinet, taken under executive powers, were "Called In" will be notified at the meeting.

6. SCRUTINY SPOTLIGHT**6.1 Mayor**

To receive a verbal presentation from Mayor Lutfur Rahman.

**7. UNRESTRICTED REPORTS FOR
CONSIDERATION****7.1 Discharge of Homelessness Duty****All Wards****5 - 14****7.2 Challenge Session Report: Specification and
Management of Council Contracts****All Wards****15 - 36****7.3 Best Value Improvement Plan****All Wards****37 - 106**

7.4 Complaints and Information Governance Six-month Report

Report to follow.

8. VERBAL UPDATES FROM SCRUTINY LEADS

(Time allocated – 5 minutes each)

9. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

(Time allocated – 30 minutes).

10. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

To consider any other unrestricted business that the Chair considers to be urgent.

11. EXCLUSION OF THE PRESS AND PUBLIC

In view of the contents of the remaining items on the agenda the Committee is recommended to adopt the following motion:

“That, under the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press and public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act, 1972.”

EXEMPT/CONFIDENTIAL SECTION (Pink Papers)

The exempt committee papers in the agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

SECTION TWO

WARD

**PAGE
NUMBER(S)**

12. EXEMPT/ CONFIDENTIAL MINUTES

To confirm as a correct record of the proceedings the restricted minutes of the meeting of the Overview and Scrutiny Committee held on 3rd February, 2015.

13. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

There were no decisions of the Mayor in Cabinet 4th March, 2015 in respect of exempt/ confidential reports on the agenda were 'called in'.

Whether any recent exempt/confidential decisions of the Mayor outside Cabinet, taken under executive powers, were "Called In" will be notified at the meeting.

14. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

(Time allocated 15 minutes).

15. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

To consider any other exempt/ confidential business that the Chair considers to be urgent.

Next Meeting of the Overview and Scrutiny Committee

Tuesday, 7 April 2015 at 7.15 p.m. to be held in Room C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE INTERIM MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Interim Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Interim Monitoring Officer following consideration by the Dispositions Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Interim Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

Meic Sullivan-Gould, Interim Monitoring Officer, 0207 364 4801

John Williams, Service Head, Democratic Services, 020 7364 4204

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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Agenda Item 7.1

Committee: Overview and Scrutiny Committee	Date: 3 rd March 2015	Classification: Unrestricted	Agenda Item: 7.1
Report of: Aman Dalvi, Corporate Director Development & Renewal Originating officer(s) Colin Cormack, Service Head Housing Options		Title: Discharge of Homelessness Duty Wards Affected: All	

1. **SUMMARY**

- 1.1 This report serves to explain how the council discharges its statutory homelessness duty, placing such activities in the context of reduced opportunities to prevent homelessness, an increasing population in homeless temporary accommodation and a diminishing supply of such accommodation locally.

2. **RECOMMENDATIONS**

- 2.1 Overview and Scrutiny Committee is asked to consider the contents of the report that serves to describe current practices of using available private sector tenancies as alternatives to the making of a homeless application in preference to such properties being offered to cease any homeless duty

3. **BACKGROUND**

- 3.1 Members have previously received a briefing on the Localism Act reforms describing the potential to discharge the homeless statutory duty via the private rented sector and how the Homeless Statement explores the advantages (and challenges) of this.
- 3.2 That briefing also referred to the difficulties of increasing homelessness, diminishing temporary accommodation supply, private landlords reluctant to let to social tenants and employment of the Mayor's Temporary Accommodation Support Fund.
- 3.3 In addition, the Committee also received the Q2 Strategic Measures report at its January meeting, where homeless preventions were noted to be below performance expectations.

4. BODY OF REPORT

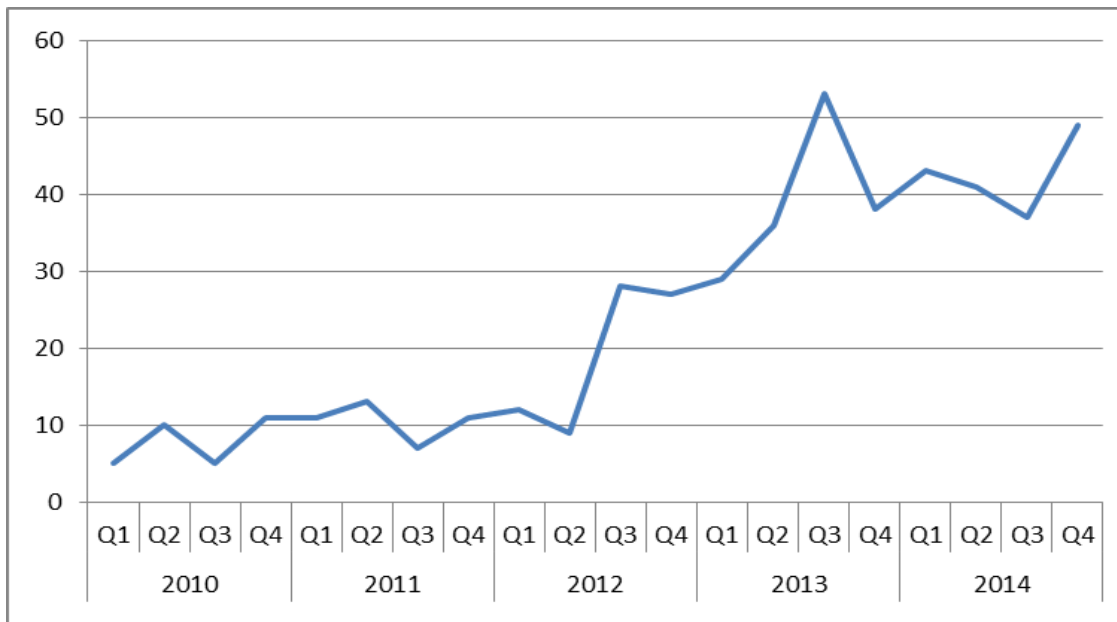
- 4.1 One of the key strategic objectives for the Housing Options Service is to prevent homelessness. This statutory obligation would, at first sight, seem to be a laudable goal but it is one that, ironically, is not the preferred service outcome for many of the Service's clients. In the context that any journey associated with a successful homeless application typically ends with the offer of a social housing tenancy, efforts to prevent, or postpone, homelessness can be taken as the council attempting to thwart any such outcome
- 4.2 That said, the Service does have a good record of success, relying as it does on understanding the cause of the homelessness and then applying the appropriate interventions.
- 4.3 Preventative efforts are, as suggested above, bespoke to the cause of the threatened homelessness and are recorded for the DCLG's P1E Returns' purposes under the broad headings of:-
- Mediation using trained family mediators
 - Conciliation by home visits for family/friend exclusions
 - Direct financial support by reliance on accessing Discretionary Housing Payments of the local Homeless Prevention Fund
 - Debt advice and/or address housing benefit claim problems
 - Sanctuary Scheme for domestic violence
 - Mortgage Arrears intervention
 - Legal advocacy to preserve private sector tenancy
 - Other assistance to preserve private sector tenancy
- 4.4 If such efforts proved unsuccessful, the Service's response was to encourage alternatives to the making of a homeless application, typically by entering into a private sector tenancy, with or without the council's financial assistance – colloquially known as the Rent Deposit Scheme
- 4.5 That is why the Service's performance on homeless preventions was creditable, with year on year achievements securing stretch target levels. However, 2012/13 saw an adverse change in performance, change that has been improved upon since but only modestly.

4.6 This single adverse change was private sector landlords' reducing preparedness to work with potentially benefit-dependent households. Aware of the threats to rental income associated with the Coalition Government's Welfare Reforms, the sector's reaction was two-fold:-

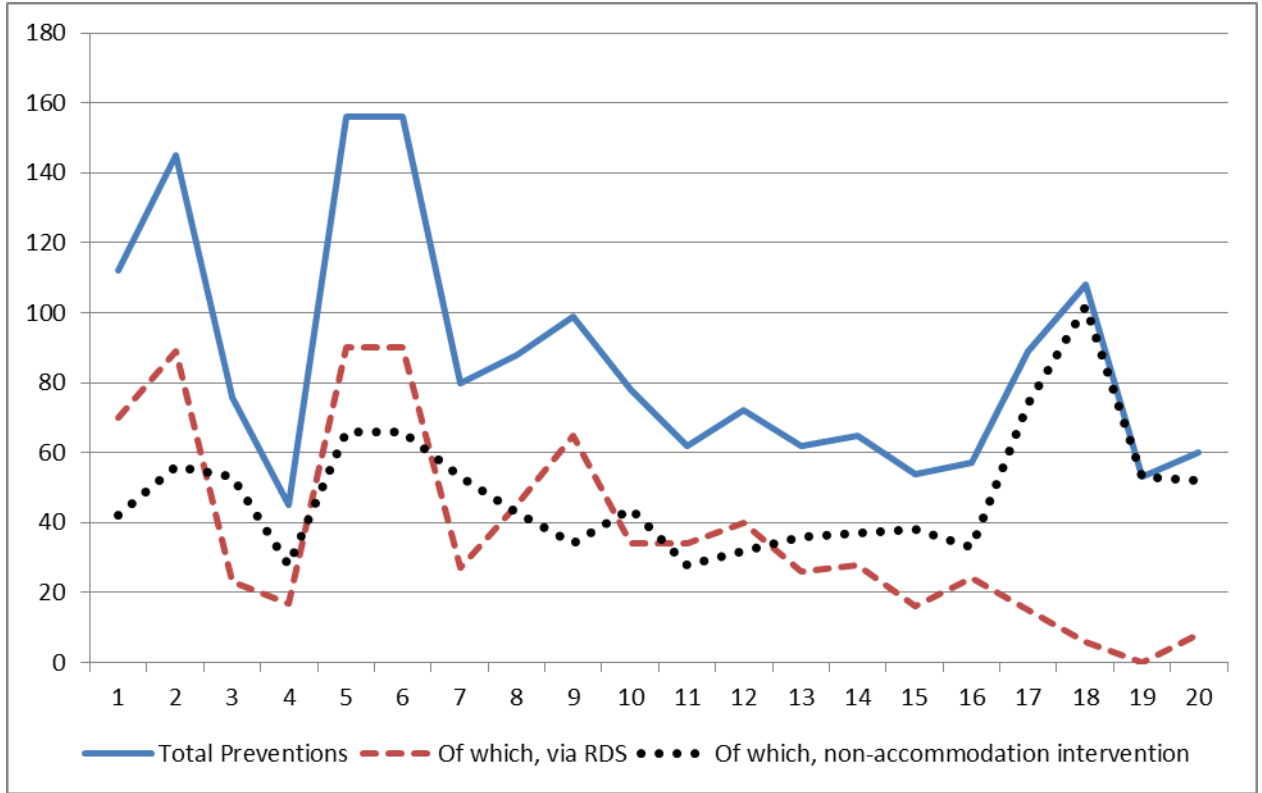
- An increase in evictions of private sector tenants, thereby occasioning an increase in homeless applications
- The stated advice that new "prevention-type" tenancies would not be entered into – just at the time of this increasing demand

4.7 In essence, the cause of homelessness associated with existing private sector tenancies on lower incomes no longer being able to afford to rent locally also meant only limited and diminishing prospects of brokering new tenancies.

4.8 Just how the rise in the number of evictions from private sector tenancies manifested themselves as homeless applications can be seen from the following graph. The data illustrates those cases where the cause of homelessness is cited as being "loss of Assured Shorthold Tenancy (AST)".



4.9 In the same way then that there has been a significant rise in evictions from the PRS sector, accessing that sector as a mechanism to provide an alternative to the making of a homeless application has been significantly interrupted, this then occasioning a direct correlation with the reduction in the total numbers of homeless preventions:-



- 4.10 In the climate then of increased homeless applications from PRS tenants and a reduced ability to access that sector as a homeless prevention mechanism, two further dynamics came into play, one of which not being unrelated.
- 4.11 Most significantly, many of the suppliers of homeless temporary accommodation have expressed the wish for their respective properties to be returned. Consistently, the driver for this has been the council’s inability to uplift its fees to landlords, constrained as it is by those Housing Benefit subsidy rules that mean that rents payable to match those fees will experience a £ for £ loss in Housing Benefit subsidy if they exceed the formula of “Local Housing allowance as at January 2011 less 10%”.
- 4.12 To that end, 211 properties have already been returned and therefore lost to the portfolio and a further 237 requests have been received, each of which has been dealt with by way of insisting that possession is sought. Together, these figures represent over 25% of the private licenced portfolio of temporary accommodation.
- 4.13 The second dynamic was the introduction of the Welfare Benefit Cap (£26,000 per household per annum). That cap was applied to some 400 households in temporary accommodation. To avoid those households having to move “en masse” to cheaper accommodation, and to give officers capacity to visit those

households to discuss mechanisms they might be able to adopt to avoid the cap (principally by getting a job), resources were agreed to complement the Discretionary Housing Payments budget that could serve as a rent top-up.

- 4.14 Aside from the obvious advantages to the individual households, there was an additional benefit; many requests to return properties happen on vacation and, by postponing the occupying family's move to cheaper temporary accommodation, requests for property returns were a little less than they might otherwise have been.

5. Homelessness Duty – prevention versus cessation

- 5.1 Until the fundamental change in the PRS market, a private sector tenancy in preference to the making of a homeless application was something that proved to be the preferred product for some households.

- 5.2 Such a remedy to impending homelessness meant avoiding years in temporary accommodation and, importantly, allowed much greater application of choice in regard to property type, cost and location, the latter being of particular importance to those who did not see their long-term future being in the area.

- 5.3 Even if a duty was accepted, the council could, and indeed did, continue to nurture consideration of this sector as a remedy to the individual's homelessness, any offer being so made coming within the term "Qualifying Offer", this meaning no obligation to accept and no penalty for refusing.

- 5.4 So, until the homeless provisions of the Housing Act 1996 were amended by the Localism Act, an accepted homeless duty could only be ended if, amongst other things, the applicant:-

- accepted a Part 6 offer (an allocation of long term social housing) including an offer of an assured tenancy of a registered social landlord
- accepted an offer of an assured tenancy from a private landlord
- accepted a qualifying offer of an assured shorthold tenancy of a private landlord
- refused unreasonably a final offer of accommodation under Part 6
- ceased to be eligible for assistance
- became homeless intentionally from accommodation made available to him

- 5.5 In practice, the work done around relying on PRS to avoid the need for a homeless application or for use as a qualifying offer relied on more favourable demand –v– supply relationships, with supply being so plentiful as to not have

landlords insistent on immediate nominations. Rather, this was the more relaxed environment of choice, bringing with it the inevitable practice of people simply changing their minds.

- 5.6 What changed was not in consequence of the provisions of the Localism Act. What really changed was the fact that supply was being completely outstripped by demand. This caused the market to shift from 'buyer' to 'seller'.
- 5.7 Significantly, the elements of reduced supply and rising charges fostered a change in relationships between the PRS suppliers and those otherwise homeless applicants minded to consider this sector – reduced choice and little tolerance for anything other than immediate decisions. That is why PRS offers for use as preventions reduced and significantly so for this was hardly the best environment to encourage acceptance of this form of remedy to a household's homelessness.
- 5.8 Had it not been for the Localism Act provisions, this might well have occasioned the general demise of any reliance on PRS properties. However, those Localism Act provisions were enabled, thus:-

Section 148 a local authority shall cease to be subject to the main homelessness duty, if the applicant accepts or refuses a private rented sector offer

Section 149 a private rented sector offer being defined as an offer of an assured shorthold tenancy made by a private landlord to an applicant in relation to any accommodation which is a fixed term Assured Shorthold Tenancy for a period of at least 12 months.

- 5.9 Thus, the potential to employ private sector offers not as qualifying offers (where there is no penalty for a refusal) but as duty cessation offers (conditional on said offer being 'reasonable') were appreciated. Such appreciation led first to this potential being included within the Homeless Statement as adopted by Cabinet and, subsequently, was translated into operational practice. For a Service that understands the principles and value of 'Choice' this was not an easy decision; far from it.
- 5.10 The stark fact was though that the few PRS properties being offered came with the expectation that tenancies needed to be completed quickly. Couple this with the fact that such scarcity meant little ability to satisfy the usually higher expectations of RDS clients as far as type and location are concerned and the experience was that offered property were usually withdrawn long before a match could be found. So many lost opportunities could not be ignored when, within the temporary accommodation portfolio, local stock was diminishing and there was greater and greater reliance on B&B hotels in consequence.

- 5.11 For the Service, every PRS duty cessation meant one less household in B&B. That was felt, on balance, to be a better outcome than the alternative – of allowing choice in the sure and certain knowledge that many PRS properties would not be accepted, conduct that would do nothing to erode B&B numbers.
- 5.12 That is why, when any PRS property has been offered by way of an Assured Shorthold Tenancy, that property has been used as a duty cessation, typically by offering the same to ‘new’ homeless families in B&B.
- 5.13 In the period between 1st November 2013 and 26th November 2014, 72 households had their respective homeless duties ceased by way of a PRS offer. Only 4 of these were out of borough and only then because they were either “Benefit-capped” (and therefore could not afford in-borough rents) or had a limited homeless duty owed. Of the 72 offers, 20 of these were Poplar Harca “buy-backs” they being of 5-year terms.
- 5.14 Notwithstanding the above, the Cabinet Member for Housing and Regeneration has approved a proposal to operate a 6-month pilot of operating a mechanism where available PRS properties are offered as prevention opportunities only i.e. not as mandatory duty cessation.
- 5.15 During the pilot period, the number of such properties becoming available will be monitored against take-up with a view to understanding the potential for such properties being lost from the availability pool, principally through tardy take-up by applicants.
- 5.16 At the end of the pilot period, a decision will be taken about whether continue with this mode of operation or to revert back to duty cessation practices, that decision being influenced by the percentage of properties lost and whether, in the current climate, such a percentage, if above natural “wastage” is something that can be tolerated.

6. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 6.1 This report provides an update to the Overview and Scrutiny Committee on the activities of the Homelessness Section and outlines the difficulties and challenges currently being faced by the service.
- 6.2 Although the Homeless Service operates with a net 2014-15 budget of £2.8 million before DCLG Homelessness Grant is applied, the gross budget is £32 million. The major cost element is the £26.1 million budget for the rent payable to landlords for the supply of temporary accommodation. Staffing costs represent £4 million and, due to the nature of the service, there is a significant bad debt provision. The main sources of income are the rents and charges levied to customers.

- 6.3 The financial implications within the service budget cannot however be looked at in isolation because there are also pressures within the Housing Benefits budget due to the high rent levels charged by suppliers of temporary accommodation – these are explained in paragraph 4.11 and in the paragraph below.
- 6.4 As a result of the combination of the increasing numbers of applications to the homelessness section, the scarcity of available temporary accommodation and the high levels of rent charged to the Council, significant budgetary pressures are being faced. This particularly affects the Housing Benefits budget where a growth bid was submitted as part of the 2015-16 budget process to set aside additional funding of £1.6 million to finance the pressures that arise from the effects of welfare reform, together with the impact that high rents have on the Benefits Subsidy received by the Council.
- 6.5 Although the Council has a statutory duty to pay benefits, the level of subsidy that is recouped from the DWP is capped. The report proposes a pilot system in relation to the use of private rented sector properties which, if it is as successful in reducing the Temporary Accommodation population as the duty cessation route, will not incur additional expenditure. The principle then of revisiting the pilot's success or otherwise is supported.

7. LEGAL COMMENTS

The Council is required by Section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements which ensure the committee has specified powers. Consistent with that obligation Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants and may make reports and recommendations to the Full Council or the Executive, as appropriate, in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework for the Committee to be asked to comment on the matters set out in the report.

Section 193 of the Housing Act 1996 sets out the duties to those housing applicants that the local housing authority are satisfied are eligible, homeless, in priority need and not intentionally homeless.

Previously, the duty could be discharged in one of three (3) ways

- i) by securing that suitable accommodation provided by it is available for the applicant e.g. by making a Housing Act 1996 Part 6 offer (housing allocation)*
- ii) by securing that the applicant obtains suitable accommodation from some other person (referral to another local housing authority, subject to neither the applicant or any person living with them having a local connection with the district or authority where the application is made); or*

- iii) *by giving the applicant such advice and assistance as will secure that suitable accommodation is available from some other person*

Once a housing duty has been accepted, the housing authority is obliged to provide housing assistance.

Sections 148 and 149 of the Localism Act make amendments to section 193 of the Housing Act 1996 by introducing a new power that allows the Council to make Private Rented Sector (PRS) offers to end the main homelessness duty. Section 148(5) of the Localism Act states that the local housing authority shall cease to be subject to the duty if:

- (a) the applicant, having been informed by the authority of the possible consequence of refusal or acceptance and of the right to request a review of the suitability of the accommodation, refuses an offer of accommodation which the authority are satisfied is suitable for the applicant;
- (b) that offer of accommodation is not an offer of accommodation under Part 6 or a private rented sector offer; and
- (c) the authority notify the applicant that they regard themselves as ceasing to be subject to the duty under this section.

A private rented sector offer must be made to the applicant in writing. The written notice must inform the applicant of the possible consequences of refusal or acceptance of the offer and of the right to request a review of the suitability of the offered accommodation. In most cases, the applicant must also be informed that s/he may make a further application to a local housing authority within two years of acceptance of the offer if the accommodation comes to an end.

The Homelessness (Suitability of Accommodation) (England) Order 2012 requires the Council to put in place arrangements to ensure that the PRS offer of accommodation is suitable.

The changes in the legislation mean that the Council can (not must) consider bringing the main homelessness duty to an end by making a PRS offer. When considering whether to arrange a PRS it should be based on the individual circumstances of the household.

The Council may chose not to use the new powers and to retain the existing system whereby most applicants who are owed the main housing duty will be accommodated until they receive an offer of, or successfully bid for, a secure or assured tenancy. Alternatively, the Council can chose to have a pilot scheme as proposed in this report. Whether the Council adopts the new power or puts in place the pilot scheme for a limited period, it should undertake to develop clear policies around its use and how it will monitor it in order to ensure and prevent any potential legal challenge by those who will be affected.

The introduction of the pilot scheme is within the provisions of the Localism Act 2011.

8. ONE TOWER HAMLETS CONSIDERATIONS

8.1 The proposals have no direct impact on the goals of encouraging positive relationships and tackling divisions. However, indirectly, the use of PRS offers are now to be the subject of choice during the pilot period is likely to see more local people housed locally, the cohesive benefits of this being fully recognised.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

9.1 This report has no environmental implications

10. RISK MANAGEMENT IMPLICATIONS

10.1 There are no risk management implications arising from this report.

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

11.1 These proposals do not contribute to the reduction of crime and disorder

12. EFFICIENCY STATEMENT

12.1 This report has no implications for efficiency

13. APPENDICES

**Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report**

There are no background papers

Agenda Item 7.2

Committee: Overview & Scrutiny	Date: 3rd March 2015	Classification: Unrestricted	Report No:	Agenda Item: 7.2
Report of: Service Head Corporate Strategy & Equality, Louise Russell Originating officer(s) Gulam Hussain, Strategy, Policy & Performance Officer, Corporate Strategy & Equality		Title: Contract Specification and Management in Tower Hamlets – Ensuring maximum value for money and securing community benefits (using Veolia as a case study) Wards Affected: ALL		

1. **SUMMARY**

- 1.1 This report provides recommendations following a challenge session on contract specification and management in the council (using as a case study the contract with Veolia for environmental services).

2. **RECOMMENDATIONS**

The Overview and Scrutiny Committee is recommended to:-

- 2.1 Agree the draft report and the recommendations contained in it; and
- 2.2 Authorise the Service Head for Strategy & Equality to amend the draft report before submission to Cabinet for consideration after consultation with the scrutiny review group.

3. **BACKGROUND**

- 3.1 The challenge session took place on 22nd January 2015 led by Cllr Abjol Miah, Scrutiny Lead for Resources.
- 3.2 Nearly a third of the Council's budget is used to procure goods or services. The session took place in the context of the Council needing to find further financial savings, maintain effective services and seek community benefits from procurement. The focus of the challenge was therefore to understand the approach used in developing contract specifications and the management of contracts, utilising the council's waste management contract with Veolia UK as a case study.

3.3 The report with recommendations is attached at Appendix One. Six recommendations have been made:

RECOMMENDATION 1:

Publish the quarterly Contracts Forward Plan on the Council's website and use the Members Bulletin to alert Councillors when it is updated.

RECOMMENDATION 2:

Officers periodically review the Council's approach to securing Community Benefits to ensure that:

- Community benefits are maximised whilst securing value for money, and
- Community benefits good practice is share across Council services and category management areas.

RECOMMENDATION 3:

Communicate to residents the community benefits that are being achieved by the Council through major procurement activity and current contracts.

RECOMMENDATION 4:

Consider accredited learning for those involved in supporting high risk or high spend procurement and contract management activities.

RECOMMENDATION 5:

Publicise further Find it, Fix it, Love it (FIFILI) to increase its use including a focus on utilising the support of the 37% of staff members who live in Tower Hamlets.

RECOMMENDATION 6:

Explore wider use of mobile app technology in Council services informed by the experience of FiFiLi.

4. BODY OF REPORT

4.1 The report of the challenge session is attached at appendix 1.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

5.1 There are no financial implications as a result of the recommendations within this report. The additional publicity and communications recommendations could be implemented through existing resource arrangements.

6. LEGAL COMMENTS

- 6.1 The Council is required by Section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements which ensure the committee has specified powers. Consistent with that obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the Borough or its inhabitants and may make reports and recommendations to Full Council or the Executive in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework that the Scrutiny Challenge Session Report be submitted to Cabinet for its consideration and of the recommendations contained within it.
- 6.2 The report provides consideration of the Council's procurement approach, with particular focus on maximising value for money and securing community benefits through effective contract management and contract specifications.
- 6.3 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to "make arrangement to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficient and effectiveness". Reviewing and updating the Council's procurement approach is an important way in which that obligation can be fulfilled.
- 6.4 It should be noted that there is reference to the Public Contracts Regulations 2006 within the report and is correct at the time of the Scrutiny Challenge Session. However, this is to be superseded by the Public Contracts Regulations 2015, which come into force on 26 February 2015.
- 6.5 It is important that the Council takes into account the prevailing European and Domestic law relating to competition when considering the promotion of local benefits within its contracts specifications. The inclusion of a number of local benefits as specific contract deliverables may be anticompetitive as they can be difficult to deliver where the bidder is based outside of the Borough.
- 6.6 It is important that the Council maintains the ability to consider each contract on a case by case basis in the process of determining relevant local deliverables in respect of each contract in order to ensure that discrimination against external bidders is removed in each case as the circumstances of whether particular measures are discriminatory will depend largely on the circumstances of the particular contract.
- 6.7 In any event, the score available for local benefits within a particular evaluation methodology should not be greater than 5% of the overall score available for quality.

Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report

1. Presentation from ***LBTH Procurement Service***. Tower Hamlets policy & practice in relation to procurement
Gulam Hussain ext 4710
gulam.hussain@towerhamlets.gov.uk

2. Presentation from ***LBTH Clean & Green Service***. Performance information and contract management approach to the council’s waste management contract with Veolia UK.
Gulam Hussain ext 4710
gulam.hussain@towerhamlets.gov.uk

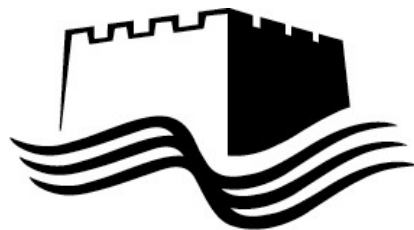
7. APPENDICES

Appendix 1 – Challenge Session Report: Contract Specification and Management in Tower Hamlets – Ensuring maximum value for money and securing community benefits

APPENDIX ONE

Contract Specification and Management: Ensuring maximum value for money and securing community benefits

Scrutiny Challenge Session Report



TOWER HAMLETS

**London Borough of Tower Hamlets
March 2015**

Chair's Foreword

Councillor Abjol Miah

Local authorities play a critical role in running most of the day-to-day services that keep local communities ticking. It is estimated that £45 billion is spent nationally each year by councils in securing goods and services from contractors. Following the 2010 Spending Review, local government bodies across the country have been faced with significant reductions in funding, encouraging local authorities to rethink existing approaches to service delivery.

Effective contract specification and management plays an important role in supporting the Council to deliver public services that provide value for money. Supported by the provisions of the Social Value Act 2012, local authorities are also empowered to secure wider benefits for the local community through procurement.

In February 2014, the Communities and Local Government Select Committee concluded that local authorities could achieve a national saving of approximately £1.8 billion each year and recognised the need to invest in developing commissioning, procurement and contract management skills. In 2013/14 Tower Hamlets Council spent £355.5 million, approximately 32% of its total budget, through procurement activity.

Given the need to find financial savings, maintain effective services and seek significant community benefits from procurement, I felt now was a good time to consider further the Council's approach and future plans.

RECOMMENDATIONS

RECOMMENDATION 1:

Publish the quarterly Contracts Forward Plan on the Council's website and use the Members Bulletin to alert Councillors when it is updated.

RECOMMENDATION 2:

Officers periodically review the Council's approach to securing Community Benefits to ensure that:

- Community benefits are maximised whilst securing value for money
- Community benefits good practice is shared across Council services and category management areas

RECOMMENDATION 3:

Communicate to residents the community benefits that are being achieved by the Council through major procurement activity and current contracts.

RECOMMENDATION 4:

Consider accredited learning for those involved in supporting high risk or high spend procurement and contract management activities.

RECOMMENDATION 5:

Publicise further Find it, Fix it, Love it (FIFILI) to increase its use including a focus on utilising the support of 37% of staff members who live in Tower Hamlets.

RECOMMENDATION 6:

Explore wider use of mobile app technology in Council services informed by the experience of FiFiLi.

1. Introduction

- 1.1 The 2010 Spending Review heralded in significant cuts to public spending. Within the new financial climate, procurement in the public sector is often seen as a significant area of public spending capable of delivering substantial savings as well as acting as a lever for stimulating growth and other community benefits.
- 1.2 Each year the public sector, as a whole, spends in the region of £230 billion on the procurement of goods and services – amounting to almost 40% of GDP. In 2013/14, local government contributed to almost 20% of the total public sector procurement bill, a total of £45 billion a year.
- 1.3 As public sector bodies, councils are bound by EU treaty principles and directives as well as UK legislation requiring them to ensure free and fair access to all prospective service providers. Councils are also obliged to ensure contracts represent value for money under Best Value obligations and have regard for the improvement to the economic, environmental and social well-being of the local area under the Public Services (Social Value) Act 2012.
- 1.4 In 2013/14 the Council spent £355.5 million on procuring goods and services. Tower Hamlets Council, like other local authorities, has been presented with significant reductions in its spending powers. By 2016/17 the Council expects to have delivered a cumulative saving of £146.113 million since the spending review of 2010.
- 1.5 In addition to the pressure to deliver effective services within a constrained financial environment, there is also an expectation to achieve community benefits from procurement.
- 1.6 As part of its Best Value Inspection of the Council, PricewaterhouseCoopers (PwC) considered procurement in Tower Hamlets. The final report did not judge the Council to have failed to achieve its Best Value obligations in this respect. Nevertheless, the report highlights areas some areas for improvement.
- 1.7 The aim of the Challenge Session was not to review the PwC report nor duplicate its focus. Rather, the meeting sought to consider other aspects of the Council's procurement approach.
- 1.8 A London Councils report in 2013 noted waste management as being a large area of procurement spend – typically the third largest area for local authorities in London after education and social care. Given this and the Council's current work on the re-procurement of waste management, this area was chosen as a case study for the purposes of this enquiry.
- 1.9 The session was chaired by Councillor Abjol Miah. It took place on Thursday 22nd January 2015.

1.10 The session was attended by:

Cllr Abjol Miah	Chair, Scrutiny Lead for Resources
Jamie Blake	Service Head, Public Realm
Simon Baxter	Head of Clean & Green
Barry Scarr	Interim Service Head, Finance and Procurement
Zamil Ahmed	Head of Procurement
Kevin Kewin	Service Manager, Strategy and Performance
Gulam Hussain	Strategy, Policy and Performance Officer

1.11 The Scrutiny Challenge Session took the format of an evening meeting which was held at the Town Hall in Mulberry Place.

1.12 The agenda for the session included an introduction to the key issues under review by Councillor Abjol Miah followed by presentations and discussions on a range of issues. These included the Council's procurement policy and its implementation, management of the Council's waste contract and the approach to developing contract specifications within the Council.

1.13 The session was underpinned by three core questions;

- a) How do value for money and quality of service provision inform contract specification and management?
- b) What options are available for improving value for money and quality of service provision from contracts?
- c) What are the challenges faced by the Council in securing its requirements (including financial and community benefits) within the existing framework?

1. Statutory and Policy Context

EU Procurement Framework

- 1.1 Government bodies across the European Union are bound by a set of treaty obligations and directives governing the procurements process. These obligations aim to open up the public procurement market, ensure free movement of goods of services within the EU and ensure procurement is based on achieving 'value for money' through a competitive process. A full list of EU treaties and directives governing procurement activity is available in Appendix 1.
- 1.2 Under the terms of the EU framework, contracting authorities are bound by procurement rules subject to the type of goods or services being sourced and the value meeting or exceeding the specified thresholds. The most recent rules effective as of 1st January 2014 under the Public Contracts Regulations 2006 are set as follows;

	SUPPLIES	SERVICES	WORKS
Other public sector contracting authorities	£172,514	£172,514	£4,322,012

- 1.3 The EU framework allows contracting authorities to choose from a range of approaches in progressing the procurement process. Each procedure sets its own limitations on the contracting authority which must be considered when choosing the tendering approach. Details of each process can be seen in Appendix 2.
- 1.4 All contracting authorities are required to publish details of contracts in the Official Journal of the European Union (OJEU). Thereafter details of contracts may be advertised in other sources, however the details may not include any additional information not included in the OJEU.

UK Legislation and Policy

- 1.5 Since April 2000, all English Local Authorities in the UK have been governed by the Best Value Statutory Guidance issued by the Department for Communities and Local Government (DCLG) and introduced as part of the Local Government Act 1999.
- 1.6 Best Value authorities are under a general duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness."¹
- 1.7 Under the duty of delivering 'Best Value' local authorities are required to consider the overall value including economic, environmental and social value, when reviewing service provision. The revised Best Value guidance issued by the DCLG in September 2011 defines social value as;

¹ Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007)

*'... seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves.'*²

- 1.8 The obligation of local authorities to pay regard to the wider impact of procuring goods and services is further defined by the Public Services (Social Value) Act 2012. This requires local authorities and other commissioners of public services to consider how their services can benefit people living in the local community.

Waste Management

- 1.9 Since the abolition of the Greater London Council in 1986, waste collection and disposal responsibilities amongst the London Boroughs have split between joint statutory partnerships and independent waste authorities.
- 1.10 At present, there are four statutory partnerships encompassing 21 London Boroughs. The boroughs of Croydon, Kingston, Merton and Sutton form a fifth voluntary partnership known as the South London Waste Partnership.

Figure 1.1: Waste Collection Authorities in London

WASTE AUTHORITY	PARTICIPATING BOROUGHES
East London	Newham, Barking and Dagenham, Redbridge, Havering
North London	Barnet, Camden, Enfield, Islington, Hackney, Haringey, Waltham Forest
West London	Brent, Ealing, Harrow, Hillingdon, Hounslow, Richmond
Western Riverside	Hammersmith and Fulham, Kensington and Chelsea, Lambeth, Wandsworth
South London Waste Partnership*	Croydon, Kingston, Merton, Sutton
Independent Authorities	City of Westminster, City of London, Bexley, Bromley, Greenwich, Lewisham, Southwark, Tower Hamlets

*Voluntary partnership

- 1.11 The London Borough of Tower Hamlets is one of 8 authorities which continues to independently manage their waste collection and disposal obligations. At present, its waste management obligations are delivered through Veolia UK covering cleansing, waste and recycling collection, waste disposal and treatment of refuse and recycling.
- 1.12 The local authority is currently preparing to undertake a renewed procurement exercise to secure waste management services beyond the expiry of its existing contracts in 2017.

² Best Value Statutory Guidance, DCLG, September 2011

Local Context

Tower Hamlets Procurement Policy Imperatives

- 1.13 The role of public sector procurement is increasingly prominent, in part driven by the squeeze on resources faced by public bodies. In its sixth session, the Communities and Local Government Select Committee undertook an enquiry into the impact of policies on improving procurement practices across local government.
- 1.14 The committee's report entitled 'Local government procurement' was published in March 2014 and recognised the scale of the challenge faced by local authorities. The report concluded that, despite positive developments, opportunities for collaborative working and more effective contract management were being missed. The report states that savings in the region of £1.8 billion could be achieved each year by conservative estimates.
- 1.15 Parallel to the report of the Communities and Local Government Select Committee, the Local Government Association (LGA) published its 'National Procurement Strategy for Local Government in England' setting out a vision for local government procurement. The strategy emphasises four key delivery outcomes in the areas of delivering savings, supporting local economies, demonstrating leadership and modernising procurement practices.
- 1.16 The London Borough of Tower Hamlets, like all local authorities, relies on the ability to procure goods and commission services in order to meet the needs of the local population. In 2013/14 the authority spent £355.5 million and used 6,000 suppliers on procuring these goods and services.
- 1.17 The Council's Procurement Policy Imperatives (PPI) 2012-15 governs the procurement process used by the authority. It brings together statutory obligations, the Council's medium term financial plan objectives and the vision of the executive.
- 1.18 The PPI identifies targets to be achieved through the procurement process. These include the delivery of 300 new jobs for residents of the borough by 2015, increased local spend from 22% to 40% by the financial year 2014-15 and the promotion of the London Living Wage and environmental sustainability in all procurement activities.
- 1.19 Since April 2013, a 'Community Benefits Schedule' has been incorporated into the Council's procurement policy with 5% of contract award criteria relating to securing community benefits. The policy recognises the need to support the development of a strong local enterprise sector capable of engaging with the Council and commits the authority to supporting this through training and development delivered by itself and its contractors as part of their community benefit obligations.
- 1.20 The Corporate Procurement Service provides the corporate leadership, policy and support to the Council in its commissioning and procurement activities, including oversight of the Council's engagement with its external supply base.

2. Key Findings and Recommendations

Procurement and Governance

- 2.1 The session began with an overview of the Council's procurement service and the governance frameworks affecting its work. Setting out the approach of the service as 'centre led but not centralised' and defined by a category management approach³, the presentation highlighted new developments in the sector such as the launch of the 'National Procurement Strategy' by the Local Government Association, new directives from the European Union and the launch of the Local Government Transparency Code 2014.
- 2.2 The presentation outlined the internal governance structures aimed at ensuring procurement activity was aligned to the objectives of the Council. Through the Competition Board and Competition Planning Forum, the Council has arrangements in place for the review of top spend categories and key strategic contracts, the development of policies governing procurement and to help ensure that the Council's strategic objectives are delivered through the procurement process.
- 2.3 Within the Council's procurement arrangements, the introduction of a new stage – Tollgate 3 review – now allows for greater post award scrutiny. This stage aims to ensure the presence of effective contract management arrangements and the realisation of community, financial and efficiency benefits. The session was also advised that changes had also been initiated within the Council in January 2014 to reduce the threshold at which contracting was supported by the Procurement Service. Previously set at EU levels (paragraph 2.2) the reduction of the corporate threshold to £25,000 has allowed for the service to play a role across a wider range of procurement activity. At present 80% of contracts have the London Living Wage embedded as a requirement.
- 2.4 As part of its Best Value Inspection of the Council, PricewaterhouseCoopers (PwC) considered procurement in Tower Hamlets. The final report did not judge the council to have failed to achieve its Best Value obligations in this respect. Nevertheless, the report highlights areas for improvement, which are being developed and managed through a Best Value Improvement Plan. The Procurement Service also highlighted the need to revise its existing strategy and adopt a revised ethical governance framework.
- 2.5 Officers were asked to set out the approach used by the Council to develop specifications and contract measures. Cllr Miah was advised that whilst specification development was ultimately the responsibility of the service seeking to award a contract, the Council's governance process – including Tollgate 1 stage – ensured that contract provisions reflect the wider council context, such as community benefits and arrangements to identify and manage risks.

³ Category Management as defined by the Chartered Institute of Procurement and Supply is 'a strategic approach which organises procurement resources to focus on specific areas of spends. This enables category managers to focus their time and conduct in depth market analysis to fully leverage their procurement decisions on behalf of the whole organisation. The results can be significantly greater than traditional transactional based purchasing methods.'

- 2.6 Given the significant contribution of procurement activity in relation to Council spend and performance, there is legitimate role for all elected Members to ask questions and scrutinise forthcoming contracting decisions. It was noted that the Contracts Forward Plan is considered by Cabinet on a quarterly basis. Information provided on the Forward Plan includes a description of what will be procured, the estimated value, funding source and timetable.
- 2.7 In order to improve transparency, it is recommended that the Contracts Forward Plan is published in a clear way on the Council's website (i.e. not just within the papers for the relevant Cabinet meeting) with all councillors being advised of its update through the Members Bulletin. This will provide all Members – and members of the public – with basic information about significant service(s) being procured and the opportunity to ask for further information.

RECOMMENDATION 1:

Publish the quarterly Contracts Forward Plan on the Council's website and use the Members Bulletin to alert Councillors when it is updated.

Value for Money and Community Benefits

- 2.8 It was explained that the relative weighting given to different elements when procuring – such as cost and service quality – were not consistent across all services. This is a deliberate policy in order to ensure that the approach best fits the service being procured. However, it was stated that the Council typically now allocates a 5% weighting to community benefits, whilst also seeking to ensure that the contractor pay the London Living Wage. These requirements are not universal across other London local authorities.
- 2.9 There was a discussion as to whether the Council's requirements in terms of community benefits were likely to increase the costs of contracts. It was stated that there is currently no evidence of a detrimental impact. Nevertheless, it was acknowledged that community benefits are of a growing importance. As such, it was felt important that the Council should periodically review its approach to community benefits – both to ensure that these benefits are maximised whilst securing value for money but also to ensure that good practice in this areas is shared across the Council.

RECOMMENDATION 2:

Officers periodically review the Council's approach to securing Community Benefits to ensure that:

- Community benefits are maximised whilst securing value for money
- Community benefits good practice is shared across Council services and category management areas

- 2.10 Community benefits from existing large contracts were considered. For example, benefits of the current Veolia waste contract includes:
- independently led waste campaigns in schools and the local community;
 - sponsorship for community events;
 - a successful apprenticeship scheme; and

- a Tower Hamlets workforce where 58% of staff are also residents of the borough

It was felt that such benefits from contractual arrangements are often not communicated to local residents – as such there is a limited understanding of the community benefits that are being achieved by the Council through major procurement activity.

RECOMMENDATION 3:

Communicate to residents the community benefits that are being achieved by the Council through major procurement activity and current contracts.

Commercial Skills and Training

- 2.11 The session considered the findings of a Communities and Local Government Select Committee report in 2014 which suggested that the lack of commercial acumen amongst contract managers in the public sector contributed to poor value for money. Cllr Miah was advised of the internal training and development opportunities for contract managers and the possibility of industry standard accredited learning was being investigated.
- 2.12 The Head of Procurement Service highlighted that there was a national debate across the public sector about the appropriate skills and experience needed to support effective procurement and contract management. He stated that the Procurement Service had, since 2013, delivered a number of workshops to develop procurement knowledge and skills across the organisation. The Best Value Procurement Improvement Action Plan had also embedded organisational development in procurement and commercial skills training as a key theme.

RECOMMENDATION 4:

Consider accredited learning for those involved in supporting high risk or high spend procurement and contract management activities.

Waste Management in Tower Hamlets – Case Study

- 2.13 The session was presented with an overview of the Council’s waste management arrangements by the Head of Clean and Green services. This includes refuse and recycling collection, processing and street cleansing. It was explained that the contracts were awarded in 2005 to Cleanaway UK and subsequently transferred to Veolia UK after its acquisition of the former in 2006. The contracts are currently due to expire in 2017.
- 2.14 The presentation provided details on the performance of the contract. In 2013/14 the contract delivered:
- a 99.88% waste collection rate
 - a reduction of waste sent to landfill from over 80% to less than 9% (thus complying with the European Landfill Directive)
 - 98.10% of streets meeting the national street cleanliness performance target

- 3.14 The presentation also stated that whilst the recycling rate in the borough of 27.99% appeared to be comparatively low for London, when compared to other authorities sharing similar attributes – e.g. high population density with significant numbers of flats – the Council's performance compared more favourably. Of the 13 inner London Boroughs Tower Hamlets has the second best dry recycling rate, the first being the City of London
- 2.15 The session considered details of the relationship between the Council and Veolia in terms of contract management, including the balance between weekly operational and bi-monthly strategic meetings.
- 2.16 The Head of Clean and Green estimated that the Council saved in the region of £250,000 per annum through using community volunteers and effort to support waste management and street cleanliness. This includes both the use of Tower Hamlets Community Champions, Community Payback and private sector volunteer programmes supported by Veolia.
- 2.17 The importance of using technology to further harness residents' knowledge and energy was discussed further. For example, the use of QR codes supported the Council to recognise the need to increase collection frequencies for bins near docking stations following the introduction of the Cycle Hire Scheme in the borough. Similarly, the Council's mobile app, Find it, Fix it, Love it (FIFILI) has reduced the administrative process for raising public realm issues by allowing residents to report issues straight to the contractor with supporting photographs. This both saves money and reduces response times.
- 2.18 Responding to a query on how well the application was advertised and used, the Head of Clean and Green set out that with an initial development cost of £3,000 the application now had a base of 1,200-1,500 regular users. It was estimated that the app had resulted in a saving in the region of £120,000 since 2013. The application has seen limited advertisement to date – in part to allow the Council to learn and refine the app. Cllr Miah felt that now was a good time for publicising the service more widely, including to the 37% or almost 2,000 Council employees who are residents of the borough.
- 2.19 The wider applications of mobile technology, to harness residents' knowledge and energy, were considered. For example, it was noted that potential planning infringements had been highlighted to the Council using FiFiLi – despite the fact that this was not an initially intended use.

RECOMMENDATION 5:

Publicise further Find it, Fix it, Love it (FIFILI) to increase its use including a focus on utilising the support of 37% of staff members who live in Tower Hamlets.

RECOMMENDATION 6:

Explore wider use of mobile app technology in Council services informed by the experience of FiFiLi.

Waste Management Service Requests and Complaints

- 2.20 Councillor Miah highlighted the levels of concern in relation to waste management amongst residents in estates managed by Registered Social Landlords (RSLs). The Head of Clean and Green noted that this was a recognised issue but that RSLs were responsible for waste arrangements within their estates. In the case of bulk waste, the Head of Clean and Green stated that the transfer of waste by the RSL to Tower Hamlets Council as the recognised Waste Disposal Authority could not take place legally under the Environmental Protection Act 1990 without the Council charging for this service. Although the Council has worked with RSLs to promote its own bulk collection service, in many instances RSLs have preferred to retain independent operations.
- 2.21 More generally, the issues of residents raising service requests and complaints were considered. In response, the Service Head for Public Realm clarified that an initial call from a resident highlighting a missed collection was seen as a service request – and not a corporate complaint. It is understood that this practice is in line with that used by other local authorities, and the historic calculation of what was until recently known as BVPI 88.
- 2.22 The Head of Clean and Green further clarified that service requests had an independent escalation process which ultimately resulted in the contractor being fined for every failed collection that they were responsible for. The session was advised that that some missed collections were outside of the contracted provider's control. For example, as a small densely populated borough, with narrow streets in many areas, road works and scaffolding can often impede access.
- 2.23 Where a resident specifically requests to report an issue, such as a missed collection, as a complaint this is handled through the corporate complaints procedure. In 2013/14 885 complaints were recorded representing a 19% decrease over the previous year. This figure should be seen in the context of 235,348 collections. It was noted that the Council's website does provide a monthly update on missed collections on its website.⁴

Renewing Waste Management Services

- 2.24 In 2011 Tower Hamlets Council participated in a roundtable event organised by London Councils exploring the future of waste management services. The subsequent report entitled 'Cutting Waste, Not Services' recognised the strain on Council finances and the need to find innovative solutions to continue delivering waste management services. The report concluded that authorities needed to manage expectations, share cost and review existing contracts. Councillor Miah asked officers how this report had influenced the approach adopted by the Council in deciding to pursue the renewal of its waste management services in 2017.
- 2.25 Officers highlighted that although the Council had considered a joint procurement exercise, entering in to such an arrangement with boroughs currently part of the East London Waste Authority (Figure 1.1) required changes in legislation. In addition, the example of North London showed joint arrangements can be problematic. The Council has also explored a potential

⁴ http://www.towerhamlets.gov.uk/ignl/environment_and_planning/recycling_and_waste.aspx

joint exercise with Westminster and the City of London but this is not being actively pursued. However, Tower Hamlets does at present have a joint hazardous waste contract in place and is exploring a joint clinical waste agreement. It was stated that the current arrangements, where Tower Hamlets is not part of a general larger sub-regional alliance, has worked to the advantage of the Council, including by providing the authority with flexibility in its approach.

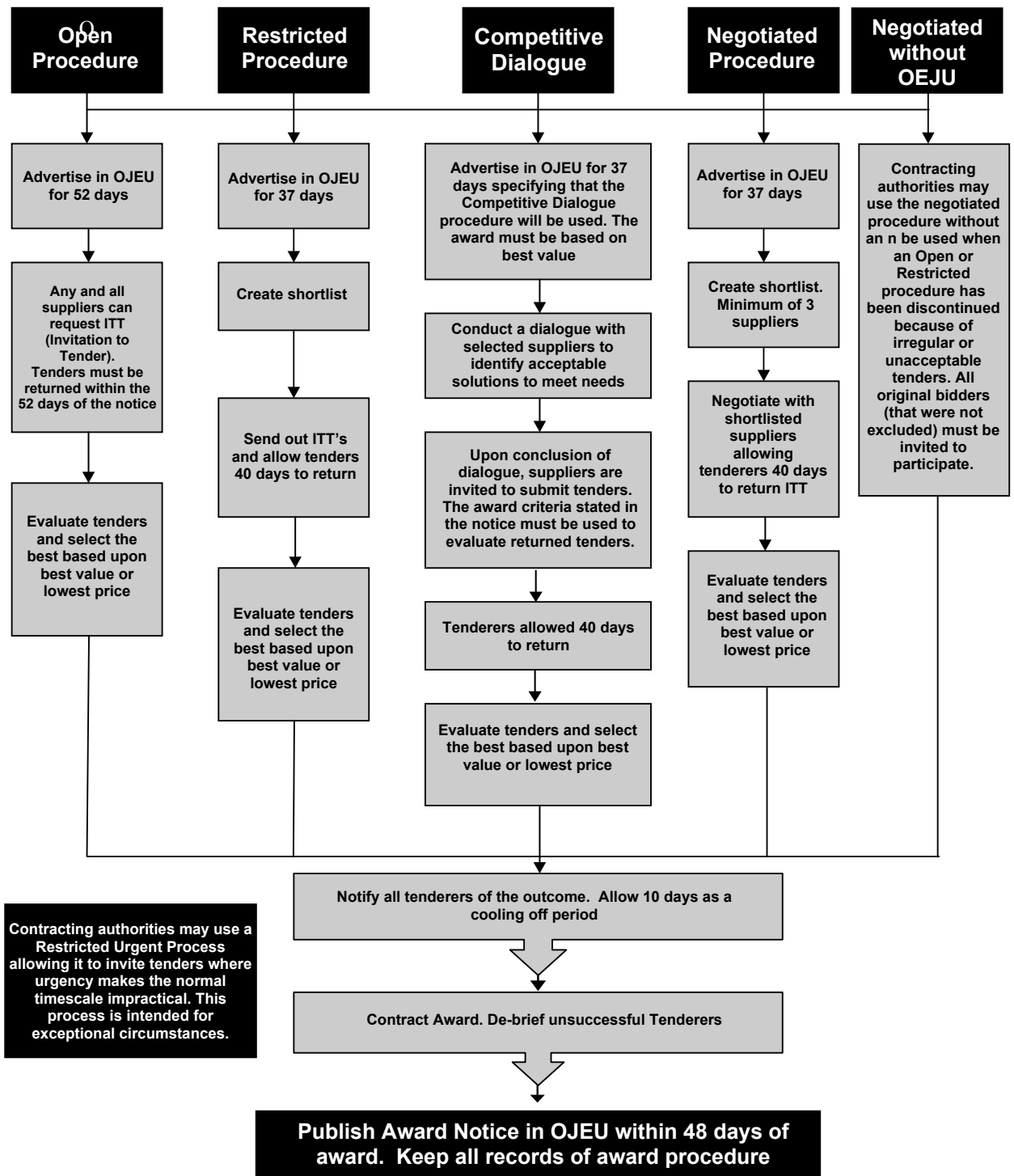
- 2.26 Given the ongoing work to renew Council's waste management contracts in 2017, information was sought on the approach taken to date, including market testing. It was confirmed that a soft market testing exercise had been undertaken in 2014 and that the Council expected to use a competitive dialogue process. This would allow the market to set out what could be provided rather than the Council overly prescribe the service in advance. The importance of recent technological developments within the waste management market was highlighted.
- 2.27 The session considered the current status of the Council's approach, including whether an in-borough asset (e.g. Council depot) would be part of the planned arrangements. It was confirmed that this issue was being explored with potential advantages to an in-borough site – including in terms of cost and potentially local employment – whilst also recognising the competing priorities on scarce public land (such as housing and other social infrastructure). It was noted that a more detailed report would be forthcoming prior to the formal commencement of the waste management procurement process.

Appendix 1: Legislation and Statutory Frameworks governing procurement

EU DIRECTIVE	UK LEGISLATION/STATUTORY GUIDANCE	OFFICE OF GOVERNMENT COMMERCE (OGC) GUIDANCE
The Public Contracts Directive 2004	The Public Contracts Regulations 2006	Framework agreements
The Remedies Amending Directive 2007	The Public Contracts (Amendment) Regulations 2009	Competitive dialogue procedure
Standard Forms Regulation	Best Value Statutory Guidance 2000	Environmental Issues and procurement
Threshold amendments Regulation	The Public Procurement (Miscellaneous Amendments) Regulations 2011	Social Issues and procurement
Public Contracts Directive 2014	Public Services (Social Value) Act 2012	Introduction to EC rules
	Local government transparency code 2014	Mandatory exclusion of economic operators
	Public Contracts Regulations 2015 (draft)	Mandatory standstill period
		Time limits for challenges under the public procurement regulations
		Use of the Accelerated Restricted Procedure in 2011

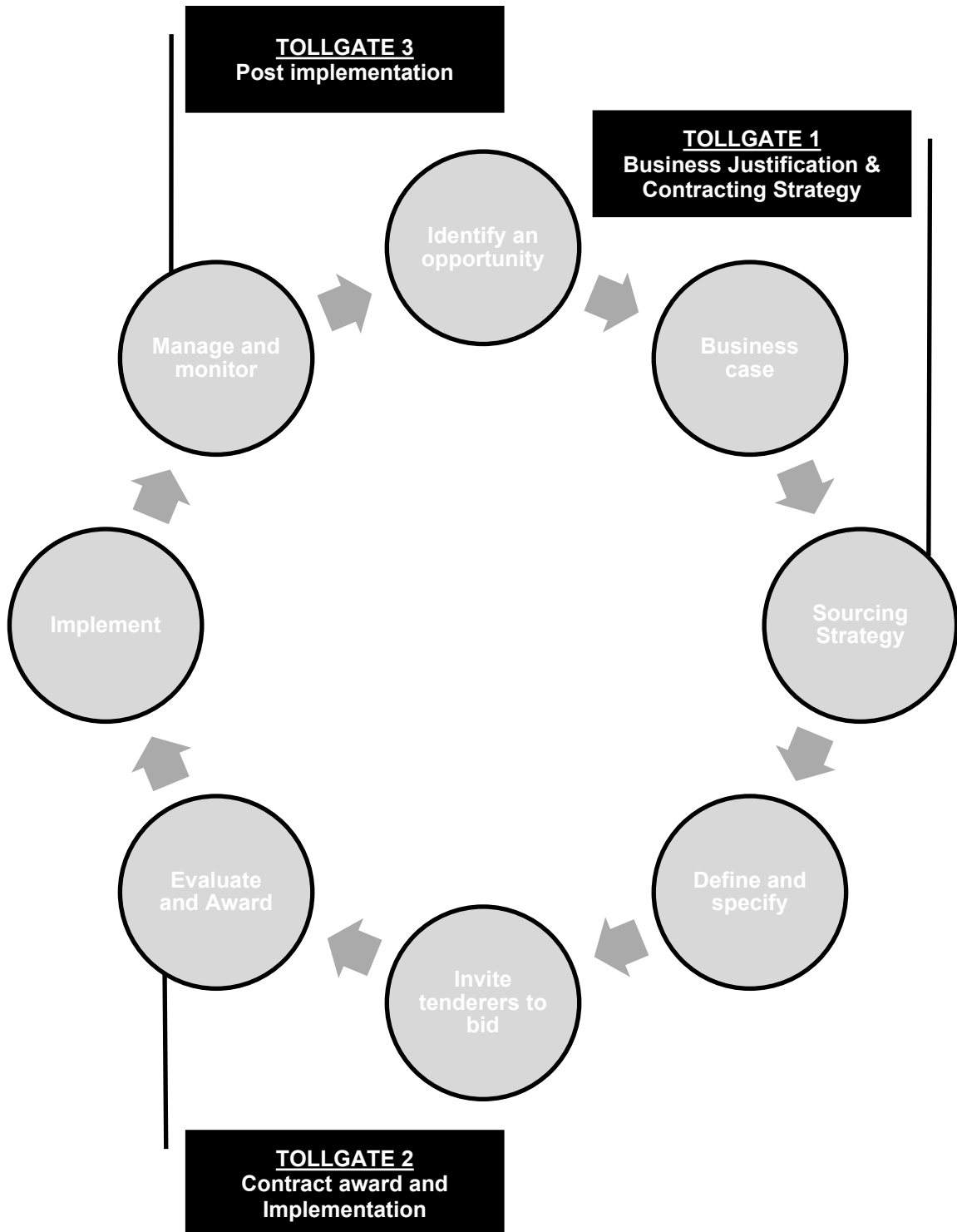
Appendix 2: EU Procurements Process

The following chart provides a simplified overview and quotes the maximum time frame for each process. Contracting authorities may operate at a reduced time frame through electronic publication in the OJEU or the publication of a Prior Information Notice (PIN) notifying tenderers of an intention to purchase.



Adapted from Cherwell District Council

Appendix 3: Tower Hamlets Procurements Cycle



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Agenda Item 7.3

Committee: Overview & Scrutiny	Date:	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Louise Russell Service Head for Corporate Strategy & Equality		Title: Best Value Strategy and Action Plan and Publicity Plan Wards Affected: ALL		

1. INTRODUCTION

- 1.1 This report presents the draft Best Value Plan to respond to the Secretary of State's Directions.

2 RECOMMENDATIONS

- 2.1 Overview and Scrutiny Committee is asked to:
1. Consider and comment upon the draft plans prior to submission to Cabinet and the Commissioners

3 BACKGROUND

- 3.1 The Directions issued to LB Tower Hamlets on 17 December 2014 require: *'Within 3 months from the date of these Directions [ie 17 March 2015] to draw up and agree with the Commissioners a strategy and action plan for securing the Authority's compliance with its best value duty (to include as appropriate complying with the specific directions set out below and putting in place robust and transparent arrangements for grant decisions), and to submit this to the Secretary of State.'*
- 3.2 In developing plans to comply with this Direction, the Council has reviewed the findings of the Price Waterhouse Cooper ('PWC') report which gave rise to the Directions and had a series of discussions with the Commissioners about their expectations for the strategy and action plan.
- 3.3 The Council has in place a range of robust processes for securing best value – information and evidence of the arrangements the Council currently has in place to comply with its Best Value duty, including our understanding of wider areas for improvement and how to address these, have been shared with the Commissioners. The Directions required an improvement plan around Procurement to be agreed by February 1st 2015 and this has already been agreed by the Mayor, Commissioners and Secretary of State. It is included here for completeness.
- 3.4 The focus of our best value plan has therefore been on the areas covered within the PWC report and specific directions. We have developed Action Plans around the areas specifically referred in these. In addition, we have discussed with the Commissioners the need for an action plan which considers organisational culture and

this is included. While the majority of action plans are informed by areas for improvement identified in the PWC report, they have also where appropriate been informed by local consultation, for example third sector organisations have been consulted about proposals in the Grants action plan and a range of stakeholders have informed plans around election management. Further consultation in relation to the key actions within the plan will be undertaken as appropriate as they are progressed.

3.5 The plans have been addressed to set out the issues identified in the PWC report set out in Annex A. Contents of this Plan therefore comprise the following and are included within numbered appendices:

- 1. Overview of Best Value in Tower Hamlets Council**
- 2. Procurement Action Plan (already signed off by the Commissioners on 1st Feb 2015 and included for completeness and future monitoring)**
- 3. Grants Action Plan**
- 4. Property and Disposal Action Plan**
- 5. Communications Action Plan**
- 6. Organisational Culture Action Plan**
- 7. Recruitment of statutory officers - timeline**
- 8. Elections – update and plans**

3.6 In addition the Directions required a costed Publicity Plan. This is also attached in Appendices 9a, b and c.

3.7 There are differing decision making processes for these plans depending on whether they are Commissioner, Executive, non-Executive or Returning Officer decisions. Executive decisions, within the Property and Disposal Plan, the Communications Plan and the Organisational Culture Plan are to be considered by Cabinet on 4th March.

3.8 The Grants Action Plan is a Commissioner function and therefore is solely a Commissioner decision though as part of the Plan we are developing mechanisms to enable member input into decisions.

3.9 The Recruitment decisions fall to the HR Committee and were considered at their meeting on 19 February.

3.10 The Elections Plan is a Returning Officer function and will be agreed through the Commissioners and Acting Returning Officer.

3.11 It has been agreed with the Chair of Overview and Scrutiny that, in order to mitigate the risk of call-in which would delay approval and put the 17 March deadline at risk, the Best Value plans are considered at this meeting of Overview and Scrutiny Committee.

3.12 Following Cabinet consideration, the plans will be considered formally by the Commissioners in a specially arranged public forum planned for March 11th. If their decision making requires further consideration and decision by the Mayor this will be undertaken on 12 March to enable submission to the Secretary of State on 13 March.

4. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 4.1 Overview and Scrutiny Committee are asked to consider and comments upon the attached draft Best Value Action Plan prior to its submission to the Commissioners for their review and agreement, in order that the Council complies with the one of the directions issued by the Secretary of State on 17th December 2014.
- 4.2 The proposed actions primarily involve processes and procedures to ensure the Council is able to demonstrate compliance with its duty of best value, and as such have no significant financial implications. As part of these there are also some proposals to amend management and administrative arrangements, however these will be contained within existing budgets.

5. LEGAL COMMENTS

- 5.1. The Council is required by Section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements which ensure the committee has specified powers. Consistent with that obligation Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants and may make reports and recommendations to the Full Council or the Executive, as appropriate, in connection with the discharge of any functions. It is consistent with the Constitution and the statutory framework for the Committee to be asked to comment on the matters set out in the report.
- 5.2. The Council has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness by virtue of section 3 of the Local Government Act 1999. This is known as its Best Value Duty.
- 5.3. Under sections 15(5) and 15(6) of the Local Government Act 1999 the Secretary of State for Communities and Local Government issued legally enforceable directions in order to ensure that the Council complies with its obligations under part 1 of the Local Government Act 1999.
- 5.4. Action 1 to be taken by the Council in respect of the Directions (as stated in Annex A to the Directions) the Council is to agree a plan with the Commissioners to ensure the compliance by the Council with the remainder of the directions. This is the nature of the Best Value Action plan which is under consideration.
- 5.5. The Council's executive needs to consider whether or not to adopt the agreed Best Value Action plan. However, a failure to adopt the agreed plan is a failure to abide by the directions which is actionable against the Council under the law.
- 5.6. As a local authority, the Council has a duty under domestic and European law to act in a way which is fair open and transparent. This is not only in respect of the procurement of goods works and services but in respect of the carrying out of all its statutory functions. Therefore, and as examples, in the areas of grants and disposals it is necessary for the Council to demonstrate that the public at large has a fair and even chance of obtaining the money (in respect of grants) or the land (in respect of disposals) which the Council is making available. Generally this requirement means that there must be some sort of fair and open application procedure where applications are all measured against clear and transparent criteria with the final decisions being based upon the evaluation of applications against the set criteria.

- 5.7. The Council is required to consult for the purposes of deciding how to fulfil its best value duty. This obligation was the subject of consideration in the case of *R (Nash) v Barnet LBC*. Some guidance was given in the High Court to the effect that it is not every time an authority makes a makes a particular operational decision, by way of outsourcing or otherwise, that it is required by section 3 to consult about that decision. The High Court thought that consultation about “the way in which” it performs its functions connotes high-level issues concerning the approach to the performance of an authority's functions.
- 5.8. It is unlikely that the action plan itself is such as to require consultation, but consideration will need to be given to whether any of the proposed actions (e.g. adoption of a new procurement strategy) would need to be consulted upon.
- 5.9. The Council has an Equality Duty under section 149 of the Equality Act 2010 to ensure that it eliminates discrimination between people who have a protected characteristic (as defined under the act) and those who do not and to promote equality and fair treatment between people who have a protected characteristic and those who do not. It is unlikely that the Best Value Action plan itself will give rise to any significant equality impacts, but further consideration should be given to the impacts of each action before they are implemented.
- 5.10. The Council also has a duty to ensure that organisations are not discriminated against by the Council’s processes. For example, ensuring that grant criteria are fair and do not either favour nor disfavour any group, company or individual.

6. **ONE TOWER HAMLETS CONSIDERATIONS**

- 7.1 The Council needs to deliver its functions, including in relation to those elements transferred to the Commissioners through Direction, with due regard to equality and the need of groups with protected characteristics. Changes to the way in which the Council awards grants, contracts or disposes of property – particularly community buildings – and publicises its activity has the potential to impact on equality and cohesion in the borough. Any significant policy changes emerging from the improvement planning activity will be subject to an equality impact assessment.

Best Value Strategy and Action Plan

Part One: Overview of Best Value arrangements

- 1.1 The Council has in place a range of processes and compliance checks to meet its best value duty to secure continuous improvement with regard to economy, efficiency and effectiveness.
- 1.2 The bedrock of this is the Council's **Performance Management and Accountability Framework (1)** which establishes the strategic planning golden thread and a set of arrangements to embed this within the organisation. The framework was refreshed in 2013 and considerable work was done at that time to reiterate the core principles with staff and to demonstrate the link between processes and outcome improvement (**publicity materials 2a and b**). Performance management arrangements and performance data quality were subject to **internal audit review (3)** in July 2012. They were found to have substantial assurance and the one recommendation has been addressed.
- 1.3 The framework is based on a strategic and business planning framework built around the delivery of the elected Mayor's priorities through a golden thread of key plans and strategies, which are regularly reviewed and refreshed.
- 1.4 At the apex of the planning framework is the 4 year **Community Plan (4a)**, developed jointly with our partners in the Tower Hamlets Partnership (our former Local Strategic Partnership) setting out a shared vision and targets for the local area. This Plan is currently being refreshed and considerable work has been done consulting with stakeholders and partners to inform the refreshed version (latest draft report 4b and c). A draft of the plan is currently being consulted on with residents and stakeholders and an action planning process with partners is underway to ensure that the aspirational vision for the borough is supported with robust delivery plans.
- 1.5 Within the Council the key business planning document is the **Strategic Plan** which is reviewed annually and sets out priority objectives, proposed actions and targets for agreed **Strategic Measures** (Strategic Plan 2014/15 5a; Outline Plan 2015/16 5b). Progress towards our strategic measures is reviewed quarterly by CMT, the Cabinet and Overview and Scrutiny. Monitoring reports (6a and b) identify areas where we are at risk of not achieving annual targets and what action is being taken to recover.
- 1.6 In addition to quarterly monitoring reports being made public within Cabinet papers, we also produce an annual performance report (7) to residents which provides detail on what progress has been made against priorities.
- 1.7 A key element of ensuring continuous improvement in our business planning is our robust annual target setting (8a,b and c) process whereby targets are set for all Strategic Measures which meet two key criteria, an improvement on last year's outturn and target, and aiming for top quartile performance where this data is available. For targets which do not meet these criteria, a rationale is provided and must be agreed by CMT and MAB.
- 1.8 Equality objectives and our approach to meeting our Public Sector Equality Duty are embedded within the strategic planning process through our **Single Equality**

Framework (9a and b). This approach and our delivery of equality were recently re-assessed as excellent through an LGA Equality Framework for Local Government peer assessment (10a and b). We are responding to the areas for improvement identified from this assessment.

- 1.9 The Strategic Plan is cascaded through the organisation through **Service and Team Planning**. Every third tier service is required to have a team plan and well-established team planning guidance (11) is in place to ensure that team planning is meaningful, addresses key performance management requirements and engages all staff. Compliance with team planning guidance is tested annually through the **Team Planning Peer Review** (12) and lessons learnt from the review are used to update guidance and address any areas for improvement addressed.
- 1.10 The Council also has a number of key plans and strategies to deliver key aspects of the Community and Strategic Plans. Key ones include the Children and Families Plan (13), the Health and Wellbeing Strategy (14), the Community Safety Plan (15a and b) and the Employment and Enterprise Strategies (16a and b). These are regularly reviewed and monitored by appropriate partnership groups which oversee delivery – the Children and Families Partnership, the Health and Wellbeing Board, Community Safety Partnership and Economic Taskforce.
- 1.11 Ensuring that our business planning and monitoring processes lead to actual improvement is a key role of the Council’s monthly **Performance Review Group (PRG)** (terms of reference 17). This has been in place for nine years and is chaired by the Chief Executive or Head of Paid Service. Where regular monitoring indicates that there are areas for improvement, services are asked to attend PRG to set out any reasons for poor performance and their action plans to deliver improvement. PRG provides a key element of challenge to drive improvement. (Planning case study 18). PRG also regularly reviews benchmarking data from LG Inform and the London Councils Benchmarking Club to identify areas where we do not perform well in comparison with our neighbours and what we can learn to drive improvement.
- 1.12 There is a strong focus on ensuring the integrity of our performance information. Our **Data Quality Policy** (19a and b) sets our arrangements for ensuring that reported performance information is accurate, reliable and timely. As such, there is an annual programme of work to assess and test data quality. The most recent data quality internal audit (20a) and follow-up (20b) confirmed that our approach is robust with substantial assurance judgements.
- 1.13 In addition to reviewing progress on key performance measures, we regularly consult local residents about their views of local services. We annually conduct a borough wide **residents’ survey** which we have been undertaking for 16 years (since 1998) and we use to track progress and satisfaction with Council services and delivery. The latest results (21) demonstrate that satisfaction is being maintained against the backdrop of ongoing savings delivery. The results of each survey are used to inform an action plan (22) to respond to areas of concern.
- 1.14 We also consult more widely with local people about their views. A key recent exercise has been the Your Borough Your Voice campaign (23a, b and c) which has sought views to inform the new Community Plan and our medium term financial planning.
- 1.15 The Council’s Overview and Scrutiny Committee contributes to our approach to continuous improvement. At the beginning of each municipal year Committee members are provided with profile information (24a, b, c, d, e, f and g) about performance and

challenges within their portfolio area. This, supplemented by members' own knowledge of local issues, is used to inform a work programming process which identifies areas for scrutiny review and challenge over the course of the year (work programme 25). Reviews lead to a series of recommendations, responses to which are developed by services and full reports made to Cabinet. Follow-up reports (26a and b) are made to Committee to demonstrate that reviews are leading to the improvement outlined. The Committee has also followed up call-ins and references from Council in relation to a number of the areas being considered by Commissioners. These have sometimes become flashpoints for contentious issues. The key for the Committee going forward will be to ensure it remains a productive and non-partisan forum for addressing issues of significance for the local community and also for scrutinising the Executive.

- 1.16 At an officer level, the Council has a strong set of **Corporate Boards** which support the delivery of the authority's objectives, namely:
- The People Board, which directs the management and leadership of the Council's workforce
 - The Competition Board, which oversees procurement and market testing of key Council services
 - The Strategic Partnership Board, which directs the management of transformation and business improvement projects
 - The Asset and Capital Delivery Board, which oversees the management of the Council's assets and the investment of capital
- 1.17 These boards derive their authority from the Corporate Management Team (CMT), which meets fortnightly. A Director-level Corporate Programme Board (CPB) has also been established in order to provide the required direction to the development and delivery of the Council's savings programme.
- 1.18 In April 2014 the Council was awarded Investors in People Silver Status (27). The IiP assessment identified a number of key strengths including leadership, management and development processes; high staff engagement and investment in learning and development. Areas for development are being addressed and the Council is actively working towards Gold Status accreditation. The People Strategy (28) sets out the framework for improvement including a renewed focus on fostering a Workforce to Reflect the Community (29a, b, c, d and e) and supporting our established Performance, Development and Review (PDR) scheme (30a, b, c and d).
- 1.19 Medium term financial planning is an important component of the Council's strategic planning framework. Key financial decisions are set in the context of a planning horizon which looks beyond the next financial year. The Council has a formal Budget setting procedure (31) which is part of the Budget and Policy framework and includes formal consultation with the Overview & Scrutiny Committee and Cabinet meetings to critically assess and challenge the makeup of the proposed Budget.
- 1.20 To underpin the budget setting process, the Council has a Medium Term Financial Planning process which establishes the growth and savings pressures faced by the Council over the subsequent 3 years. The **Medium Term Financial Plan** (32a and b) is considered by Overview and Scrutiny, Cabinet and Council as part of the budget setting process and reviewed in year. During 2014/15 a significant Service Challenge exercise was undertaken to identify savings required for the Council in 2015/16 and consider savings strategies for 2016/17. This was supplemented by public consultation through the Your Borough Your Voice (23) campaign which sought local people's views on savings and priorities. Cabinet reports for December (33) and January (32) set out the

outcome of this process which has enabled the Council to set a balanced budget for 2015/16 and clarify additional savings required for 2016/17 and beyond, subject to Government spending commitments.

- 1.21 A corporate budget monitoring process is in place for reviewing spend in relation to budget. A quarterly report is prepared and submitted to CMT, Cabinet and Overview and Scrutiny Committee and where required, decisions are made to address risks and shortfalls that may arise in the year.
- 1.22 The Council has a robust process in place to ensure benefits realisation of annual savings agreed in the budget, supported by regular monitoring reports (37a,b,c and d). A Corporate Programme Office collates regular updates.
- 1.23 The Council's Financial Regulations (38) provide the framework for managing the financial affairs of the Council, in respect of its own resources. These are currently being updated and will address some of the issues identified in the Best Value Inspection.
- 1.24 The Council has a strong track record of financial and budget management, having delivered over £100K of savings since 2010/11 whilst protecting frontline services and freezing the Council Tax. Prudent management and innovative service review has enabled us to set a balanced budget for 2015/16, identifying a further £23m of savings. Nevertheless, we are aware that there remains a real challenge for 2016/17 and 2017/18 where we envisage further savings required of £40m over the two years. To address this challenge, a Think Tank has been established to develop options for the longer-term which will support the Council to deliver key priorities with a significantly reduced budget. This forum, which is made up of Service Heads from all directorates, has established a broad framework for thinking about these opportunities, including a focus on understanding and projecting the local population, harnessing economic growth, preventing and meeting needs, resident-centred re-design, new delivery models, asset management and workforce efficiency.
- 1.25 The most recent Audit report, undertaken by KPMG, in relation to the Council's financial statements and VFM conclusion for 2013/14 has yet to be published. KPMG determined that they needed to consider the findings from the best value inspection undertaken by PwC. KPMG's interim report (39) noted that, based on their work completed in relation to their planned programme of audit work, they have not identified any matters that would impact adversely on their audit opinion of the Council's financial statements nor their assessment of the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources. It is expected that the final report will be approved by the next Audit Committee.
- 1.26 The Council has an annual audit plan (40) developed through risk analysis and corporate intelligence. All audit report findings (41) are reported to CMT and the Audit Committee and progress with complying with audit recommendations is tracked and reported. CMT have agreed that the audit plan in 2015/16 should be informed by findings from the PwC inspection and areas where we needed to further test and monitor compliance.
- 1.27 The Council operates a risk management framework governed by a risk management policy (42) to allow all risks to be considered using a consistent model. The risk management cycle consists of the key steps for effective risk management and that is shown on the quick reference guide. The reporting of risks is carried out quarterly to the Corporate Management team and the Mayor's Advisory Board. Risks reports are also taken to the Audit Committee. The corporate risk register (43) for the end of September 2014 is attached with accompanying appendices (43a, b, c, d, e and f).

The following documents support our Best Value position statement and are available on the Council's website.

Ref	Document
1	Performance Management and Accountability Framework – November 2013
2a &b	Plan, Do, Monitor, Improve posters – November 2013
3	Performance management internal audit review – July 2012
4a	Community Plan 2011
4b	Community Plan MAB Cover report – November 2014
4c	Community Plan (draft v.6)
5a	Strategic Plan 2014/15
5b	Strategic Plan Outline Plan 2015/16
6a	Strategic Performance Measures monitoring report appendix – Q2, 2014/15
6b	Strategic Plan monitoring report appendix – Q2, 2014/15
7	Annual performance report to residents 2013/14
8a	Target Setting report to MAB – July 2014
8b	Target Setting report appendix 1
8c	Target Setting report appendix 2
9a	Single Equality Framework 2014/15
9b	Borough Equality Assessment summary 2014/15
10a	LGA EFLG peer review report – February 2014
10b	LGA EFLG self-assessment – February 2014
11	Team Planning Guidance
12	Team Planning Peer Review report 2014 to CMT
13	Children and Families Plan 2012/15
14	Health and Wellbeing Strategy 2013/16
15a	Community Safety Plan 2013/16
15b	Community Safety Plan Strategic Assessment 2013
16a	Employment Strategy – April 2011
16b	Enterprise Strategy – May 2012
17	Corporate Board: Performance Review Group Terms of Reference February 2014
18	PRG improvement case study – planning performance
19a	Data Quality Policy – November 2014
19b	Data Quality approach – note to PRG – July 2014
20	Data Quality internal audit report
21	Annual Residents Survey results 2014
22	Annual Residents Survey Action Plan 2014
23a	Your borough, your voice campaign
23b	Your borough your voice savings proposals summary of responses
23c	Your borough your voice survey questions
24	Overview & Scrutiny Profile Information per portfolio area: <ul style="list-style-type: none"> • 24.a Adults, Health & Wellbeing • 24.b Communities, Localities & Culture • 24.c Children, Schools & Families • 24.d Law, Probity & Governance Resources • 24.e Development & Renewal • 24.f Resources • 24.g Resources
25	Overview & Scrutiny Work Programme (v2.11)
26a	Overview & Scrutiny Review: removing barriers to youth employment OSC Report – June 2013 & Update report – November 2014
26b	Overview & Scrutiny Review: removing barriers to youth employment Update report – November 2014
27	Investors in People report – April 2014
28	People Strategy 2012/15 – 2014 update
29a	Workforce to Reflect the Community update report to MAB – 2013/14 and October 2014

Ref	Document
29b	Workforce to Reflect the Community update report to MAB October 2014
29c	Navigate Initiative Q2 report 2014 for People Board
29d	Talent Management Framework
29e	Workforce Planning Framework
30a	PDR guide to the scheme – May 2013
30b	PDR guide to completing online – October 2014
30c	Employee Engagement Framework
30d	Core Values Leadership & Management Framework
31	Budget setting procedure
32a	General Fund Capital and Revenue Budgets, Medium Term Financial Plan 2015-2018 and Strategic Plan 2015-16 – January 2015 Cabinet report
32b	General Fund Capital and Revenue Budgets, Medium Term Financial Plan 2015-2018 and Strategic Plan 2015-16 – January 2015 Cabinet report appendices
33a	General Fund Capital and Revenue Budgets, Medium Term Financial Plan 2015-2018 and Strategic Plan 2015-16 – December 2014 Cabinet report
33b	General Fund Capital and Revenue Budgets, Medium Term Financial Plan 2015-2018 and Strategic Plan 2015-16 – December 2014 Cabinet report appendices
34a	Strategic performance and corporate revenue and capital monitoring Q2 2014/15 (month 6) Cabinet report
34b	Capital control budget 2014/15
34c	Corporate monthly budget monitoring v3
34d	Corporate monthly budget monitoring v4
34e	HRA
34f	Capital monitoring
34g	Request for adoption of capital estimates
34h	Strategic Plan monitoring
34i	Strategic Measures monitoring
35	Corporate budget monitoring timetable 2015/16
36	Internal Audit report on corporate budgetary control
37a-c	Transformation Savings update period 9 final plus appendices
38	Financial regulations
39	LBTH Interim report ISA260 report to Cttee
40	Revised audit plan CMT report
41	Quarterly assurance report to CMT
42a	Risk Management policy
42b	Risk Management guide
43a	CMT Q2 risk report
43b	Appendix 1 - Corporate risk movement report
43c	Appendix 2 - Corporate risk and control
43d	Appendix 3 - Pending approval
43e	Appendix 4 – De-escalated risks
44f	Appendix 5 – Risk matrix

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ANNEX A

The Best Value Plans have been prepared to address the issues within the PWC Inspection report and subsequent Secretary of State Directions.


A number of best value failures are set out in the PWC report and our policies and procedures have been reviewed to address these. The key issues which have been reviewed are the following:

Grants
Ensure clear needs analysis and strategic focus for grant giving
Governance and decision making around grants <ul style="list-style-type: none">• Role, terms of reference, conduct of Corporate Grants Programme Board• Standardised application and publicity about assessment/eligibility• Role of member engagement• Declarations of interest• Documentation of rationale for changes• Application of eligibility and quality thresholds• Awards above requested amount
Grant management and monitoring procedures <ul style="list-style-type: none">• Formal agreements and record keeping• Standardise monitoring requirements• Consider benefits of consolidation
Property
Clarity about processes for Property Disposal inc: <ul style="list-style-type: none">• Circumstances in which permitted to not accept highest offer and/or accepting late offers• Marketing approach period• Documentation and maintaining records• Delegated powers and decision making• Declaration of interests – consider need to require from bidders
Third Sector/Community Building Allocation Process <ul style="list-style-type: none">• Late offers• Record keeping• Criteria/process for monetisation of community benefits
Briefing and training of staff
Publicity spend
Review of Communications Protocol to ensure Council publicity appropriate
Appropriate role of Mayors' media advisors
Procurement
Improve compliance with existing procedures, eg <ul style="list-style-type: none">• Contracts register• Use of Corporate Director Actions• Documentation and record keeping• Declaration of interests• Local suppliers

<ul style="list-style-type: none"> • Evaluation processes and documentation • Spot purchasing and aggregated spend
Delegation and appropriate member engagement
Governance and Culture
Proceed with permanent appointments to Statutory Officer decisions
Ensure openness and transparency in key decision making

In a number of cases, action has already been taken to address the issues raised and these are identified in the Current Status sections of the attached plans. In other cases, further action is planned and proposed actions and deadlines are set out.

The Directions also addressed other issues which were not covered in the Best Value Inspection report – Elections and a costed publicity plan. In addition, discussion with the Commissioners, the Mayor and others in developing the Best Value plans have led to additional actions in relation to the Organisational Culture section to address some of the underlying governance issues. In particular, in a clear statement of openness and a desire to improve, the Council is proposing a Local Government Association facilitated forum to review elected member relationships to address some of the issues which have emerged.

Individual Commissioner Decision Proforma Decision Log No: ____	 TOWER HAMLETS
Report of: Acting Corporate Director Resources	Classification: Unrestricted
Secretary of State's Direction – Procurement Action Plan	

Is this a Key Decision?	No
Decision Notice Publication Date:	30 th January 2015
General Exception or Urgency Notice published?	Not required
Restrictions:	(If restricted state which of the exempt/confidential criteria applies)

EXECUTIVE SUMMARY

On the 17th December 2014 the Secretary of State for Communities and Local Government issued a series of directions, under sections 15(5) and (6) of the Local Government Act 1999 to the Council to secure compliance with its best value duty.

This report, in accordance with Direction No.7 of those directions sets out a Procurement Action Plan that further strengthens processes already recognised by PricewaterhouseCoopers in their inspection report of 16th October 2014, and also takes account of changes to the Local Government Transparency Code 2014 and to European Union procurement regulations, whilst continuing to recognise the importance social value considerations, as set out in the Public Services (Social Value) Act 2012.

This is an urgent report because the direction issued on the 17th December required the Council to prepare the plan, in consultation with the Commissioners, no later than the 1st February 2015

Full details of the decision sought, including setting out the reasons for the recommendations and/or all the options put forward; other options considered; background information; the comments of the Chief Finance Officer; the concurrent report of the Head of Legal Services; implications for One Tower Hamlets; Risk Assessment; Background Documents; **and other relevant matters are set out in the attached report.**

DECISION

1. Agree the Procurement Action Plan attached as Appendix A for submission to the Secretary of State for Communities and Local Government, in order to comply with Direction No.7 of the directions exercised by the Secretary of State on 17th December 2014

.....
.....

APPROVALS

1. **(If applicable) Corporate Director proposing the decision or his/her deputy**

I approve the attached report and proposed decision above for submission to the Mayor.

Signed *C. Lane* Date *30/11/15*

2. **Chief Finance Officer or his/her deputy**

I have been consulted on the content of the attached report which includes my comments.

Signed *C. Lane* Date *30/11/15*

3. **Monitoring Officer or his/her deputy**

I have been consulted on the content of the attached report which includes my comments.

~~(For Key Decision only – delete as applicable)~~

~~I confirm that this decision:-~~

~~(a) has been published in advance on the Council's Forward Plan OR
(b) is urgent and subject to the 'General Exception' or 'Special Urgency' provision at paragraph 18 or 19 respectively of the Access to Information Procedure Rules.~~

~~Signed *[Signature]* Date *30/01/15*~~

4. Mayor

I agree the decision proposed in paragraph above for the reasons set out in the attached report.

Signed  Date 30/01/15

5. Commissioner

I agree the decision proposed in paragraph above for the reasons set out in the attached report.

Signed Date

ALL INFORMATION BEYOND THE HEADINGS ABOVE SHOULD BE INCLUDED IN A REGULAR CABINET STYLE REPORT THAT SHOULD BE APPENDED TO THE PROFORMA.


A – NOTES ON COMPLETING THIS FORM

- **Delete this page onwards before submitting your decision.**
- This form is only to be used where the signature of the Head of Paid Services (HoPS) is not required. Should his signature be required please use the other form.
- Please delete any guidance notes in square brackets [] before submitting your form for signature.
- The decision log number will be hand written onto the form on completion by Democratic Services so you do not need to find this out early on.

B – NOTES ON EXECUTIVE DECISION MAKING

1. Key Decisions – where a Key Decision is to be taken it must be published in the Forward Plan. Please ensure that this has happened, or fill in the FP1/FP3 form as necessary.
2. All Commissioner decisions shall be:-
 - (i) Recorded in a log held by the Service Head, Democratic Services and available for public inspection; and
 - (ii) Published on the Council's website

save that no information that in the opinion of the Head of Legal Services is 'exempt' or 'confidential' as defined in the Council's Access to Information Procedure Rules shall be published, included in the decision notice or available for public inspection.

Commissioner Decision Report 30 th January 2015	 TOWER HAMLETS
Report of: Chris Holme – Acting Corporate Director, Resources	Classification: Unrestricted
Secretary of State’s Direction – Procurement Action Plan	

Lead Member	Cllr Alibor Choudhury – Lead Member Resources
Originating Officer(s)	Chris Holme
Wards affected	All
Key Decision?	No
Community Plan Theme	One Tower Hamlets – Work efficiently and effectively as One Council

Executive Summary

On the 17th December 2014 the Secretary of State for Communities and Local Government issued a series of directions, under sections 15(5) and (6) of the Local Government Act 1999 to the Council to secure compliance with its best value duty.

This report, in accordance with Direction No.7 of those directions sets out a Procurement Action Plan that further strengthens processes already recognised by PricewaterhouseCoopers in their inspection report of 16th October 2014, and also takes account of changes to the Local Government Transparency Code 2014 and to European Union procurement regulations, whilst continuing to recognise the importance social value considerations, as set out in the Public Services (Social Value) Act 2012.

This is an urgent report because the direction issued on the 17th December required the Council to prepare the plan, in consultation with the Commissioners, no later than the 1st February 2015

Recommendations:

The Commissioners are recommended to:

1. Agree the Procurement Action Plan attached as Appendix A for submission to the Secretary of State for Communities and Local Government

1. REASONS FOR THE DECISIONS

- 1.1 Decision is required in order to submit the action plan to the Secretary of State by the 1st February to comply with Direction no.7 of those issued to the Council by the Secretary of State on the 17th December 2014.

2. ALTERNATIVE OPTIONS

- 2.1 Fail to comply with the Direction. This may have reputational issues for the Council

3. DETAILS OF REPORT

- 3.1 The Council procures annually some £350m of supplies and services with a current supplier base of approximately 3,500 suppliers. The governance arrangements undertaking such buying decisions are set out in the Council's Procurement Rules, which form part of Financial Regulations. These rules were strengthened at the beginning of 2014, following an end-to-end review, and under the new arrangements all procurements over £25,000 undertaken by directorates must be progressed in association with the Corporate Procurement Team within the Resources Directorate.
- 3.2 Following publication of the PricewaterhouseCoopers (PwC) inspection report in November 2014, and having received subsequent representations from the Council, the Secretary of State issued a series of directions to the Council under sections 15(5) and (6) of the Local Government Act 1999. The directions have been issued, to satisfy the Secretary of State that the Council is able to demonstrate compliance with its best value duty in accordance with Part 1 of the 1999 Act.
- 3.3 With regards to contracts and procurement processes, which were subject to the PwC best value inspection established by the Secretary of State in April 2014, the findings of that inspection did not find a failure to comply with the duty of best value. This was recognised by the Secretary of State in making his determinations. Furthermore PwC stated that in their opinion the Council's written procurement policies and procedures were sound, and had been improved just prior to their inspection.
- 3.4 A number of areas of concern were however raised including:
- Absence of signed contracts in a number of cases
 - Lack of audit trails, and evidence of tollgate reviews in some procurement documentation
 - Maintenance of a comprehensive contract register including lower value contracts
 - Adherence to procurement procedures in some areas, and corporate monitoring arrangements to ensure compliance

- Some failures to provide bidders with information regarding criteria for evaluation of bids
 - Delays in the letting of some contracts
- 3.5 Although the Secretary of State accepted PwC's conclusion that the findings did not constitute a failure in the Council's best value, he remained of the view that there was a risk such a failure could occur, and that PwC's findings with regard to adherence to policies and procedures was key in issuing the Direction
- 3.6 The attached action plan incorporates measures to address the concerns, outlined in para. 3.3 above, whilst also supporting the delivery of Mayoral aspirations regarding local economic development and ethical considerations, and also responding to the changing landscape of contracts reporting EU procurement rules. The actions set out in Appendix A will build on progress made in making processes more transparent and accessible for local businesses. Our work to date in this area has already been recognised by award of the National Government Office (GO) Excellence in Public Procurement Innovation/ Initiative of the Year Award in March 2014. Furthermore the Council was accredited in June 2014 for its commitment to securing the London Living Wage into contracts.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1. Whilst agreement to the action plan itself has no immediate financial implications, implementation of some of the actions will have. These will be considered as approved, progressed and reported accordingly.
- 4.2. The actions are intended to further strengthen governance arrangements and processes to demonstrate delivery of best value with regard to outcomes arising from procurements across the Council.

5. LEGAL COMMENTS

- 5.1. The Council is obliged, as a best value authority under section 3 of the Local Government Act 1999, to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The arrangements which the Council adopts for procurement and contract management are key to this duty, given the clear potential to deliver efficiencies.
- 5.2. The Council is required to consult for the purposes of deciding how to fulfil its best value duty. This obligation was the subject of consideration in the case of *R (Nash) v Barnet LBC*. Some guidance was given in the High Court to the effect that it is not every time an authority makes a makes a particular operational decision, by way of outsourcing or otherwise, that it is required by section 3 to consult about that decision. The High Court thought that consultation about "the way in which" it performs its functions connotes high-level issues concerning the approach to the performance of an authority's functions.

- 5.3. It is unlikely that the action plan itself is such as to require consultation, but consideration will need to be given to whether any of the proposed actions (e.g. adoption of a new procurement strategy) would need to be consulted upon.
- 5.4. In carrying out its functions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). A proportionate level of equality analysis is required in order to inform consideration of these matters. It is unlikely that the action plan itself will give rise to any significant equality impacts, but further consideration should be given to the impacts of each action before they are implemented.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1. The action plan compliments key actions and milestones set out in the Council's strategic plan.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The Council's procurement processes require consideration of sustainability issues. Those considerations are not affected in the attached improvement plan.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. Supply chain failure is identified as a corporate risk. The plan sets out specific actions with regard to contract management to help mitigate.
- 8.2. Adherence to policies and procedures –the improvement plan sets out a number of actions to ensure compliance, and mitigating inherent risks.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 None

10. EFFICIENCY STATEMENT

- 10.1 Robust and transparent procurement procedures the support delivery of best value outcomes.

11. Safeguarding Implications

- 11.1 None

Linked Reports, Appendices and Background Documents

Linked Report

- PwC Best Value Inspection of London Borough of Tower Hamlets – October 2014

Appendix A

- Procurement Action Plan

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- None

Officer contact details for documents:

- Chris Holme

Procurement Action Plan Arising from the Best Value Audit

Recommendation	Current Status	Action	Assigned to	Timeframe
1. Strategy and Vision				
New Procurement Strategy	<ul style="list-style-type: none"> Existing Procurement Policy Imperatives – expires end of 2015 	<ul style="list-style-type: none"> New three year Procurement Strategy to go live from January 2016. 	Chris Holme / Zamil Ahmed	Sept 2015
New Supplier Ethical Code of Conduct	<ul style="list-style-type: none"> Existing ethical code of conduct is outdated. 	<ul style="list-style-type: none"> New Ethical Code of Conduct to be updated to reflect legislative changes, Council policies and procurement best practice. 	Chris Holme / Zamil Ahmed	Sept 2015
2. Organisational Development				
Leadership and strategic alignment of procurement with Finance Director/s 151 Officer, Executive and elected member champion for procurement	<ul style="list-style-type: none"> Quarterly contracts forward plan report to Cabinet. 	<ul style="list-style-type: none"> An annual procurement report to senior managers, Cabinet and Overview and Scrutiny on procurement practices, outcomes and developments across the organisation. New procurement training programme for elected members. 	Chris Holme / Zamil Ahmed	Dec 2015
Central monitoring of contracts and compliance to Council's Procurement Procedures	<ul style="list-style-type: none"> Existing procurement model is being reviewed to strengthen the compliance role of central procurement service. Centre Led model with contracts and commercial management role is being developed. 	<ul style="list-style-type: none"> Business case for increasing compliance through procurement re-organisation to be developed. New operating model to go live from September 2015. 	Chris Holme / Zamil Ahmed	Sept 2015
New procurement training programme to develop procurement knowledge and skills across the organisation	<ul style="list-style-type: none"> Bespoke training has been piloted in D&R /CLC / THH Seven workshops held with 107 attendees. 	<ul style="list-style-type: none"> 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. Completion of training to be mandated for all officers with procurement and 	Chris Holme / Zamil Ahmed	Sept 2015

3. Governance, Systems and Procedures		commissioning responsibilities.	
A central register of all contracts	<ul style="list-style-type: none"> Contracts over £25k recorded centrally No corporate visibility of contracts below £25k RCDA process and guidelines has been updated. 	<ul style="list-style-type: none"> 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. 	Chris Holme / Zamil Ahmed Apr 2015
Reconciliation of contracts listing to financial data	<ul style="list-style-type: none"> Annual spend analysis completed and presented to Competition Board All transactions over £25k channelled to procurement category managers for review and approval Resources Procurement dashboard completed. 	<ul style="list-style-type: none"> Implementations of directorate Procurement dashboards to identify opportunities for collaboration and identify drive further savings from Councils third party spend Improved Finance and Procurement controls to increase compliance and transparency of spend across the organisation. 	Service Head Finance and Procurement May 2015
Clear audit trails in place for all procurement activity in accordance with the Procurement Procedures.	<ul style="list-style-type: none"> Full audit trail available for contracts above £25k No corporate visibility or assurance on below £25k procurement activity Standard Toolkit introduced but does not address compliance issues 	<ul style="list-style-type: none"> Review of existing Procurement thresholds to comply with Transparency Code requirements. Automate all procurement over £5k through the e-tendering portal and publish as part of Transparency Code Link to central contracts register Declaration of interest from staff involved in the procurement process centrally captured. 	Chris Holme/ Zamil Ahmed Jan 2016
Availability of signed contracts	<ul style="list-style-type: none"> Absence in a significant number of cases of signed contracts 	<ul style="list-style-type: none"> Undertake a review of the current status on signed contracts. Explore the possibility to deliver contracts by electronics means (e-tendering) to create a central repository of signed contracts. 	Legal Services/ Procurement Apr 2016
Delegation and appropriate Member Engagement	<ul style="list-style-type: none"> Review of contracts award approval process completed and presented to CMT 	<ul style="list-style-type: none"> New guidelines and executive member engagement in contracts award to be presented to MAB. New procurement training, reflecting new guidelines, programme for executive 	Chris Holme/ Zamil Ahmed Apr 2015

		members (as per timescale set out in action 2).		
4. Category Management				
Review of third party and commissioned spend	<ul style="list-style-type: none"> A full category management analysis of the Councils third party spends is underway. 	<ul style="list-style-type: none"> 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. Directorate and corporate spend dashboards to be developed to support savings challenge programme. 	Chris Holme/ Zamil Ahmed	Sept 2015
5. Commercial, Contracts & Risk Management				
Partnering and Collaboration	<ul style="list-style-type: none"> A Procurement Gateway Process (Tollgates) is in place which ensures appropriate challenge in the procurement process for collaboration and partnering. 	<ul style="list-style-type: none"> All significant procurements are assessed pre-procurement to identify the optimum route to market. 	Competition Board / Zamil Ahmed	March 2016
Develop a corporate approach to contract management to ensure best value and effectiveness from supply chain through better relationship management.	<ul style="list-style-type: none"> No standard corporate approach to contract and commercial management. Workshops with officers from across organisation completed and findings have been presented to Competition Board. 	<ul style="list-style-type: none"> Integrate contract management within the Councils procurement and commissioning models 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. 	Chris Holme/ Zamil Ahmed	Jan 2016
Supply Chain Risk Management to be integrated into Procurement processes.	<ul style="list-style-type: none"> Assessment of new tool to monitor financial risk management of key contractors is currently underway 	<ul style="list-style-type: none"> High value and strategic contracts to be identified and monitored centrally to minimise failure of Councils Supply Chain. Supply Chain resilience risk (pre and post appointment) to be introduced and monitored through Competition Board. 	Chris Holme/ Zamil Ahmed	March 2015

Appendix 3 Grant Making

Grant Action Plan Arising from the Best Value Audit

Strategy and Delivery				
	Recommendation	Action	Assigned to	Timeframe
	Ensure service continuation pending agreement of new Mainstream Grants Programme	<ul style="list-style-type: none"> • Obtain Commissioners approval for a process and timescale for extending the 2012-15 Mainstream Grants (MSG) programme • Review all existing MSG grants in accordance with the agreed project delivery and risk process and undertake appropriate Equalities assessments • Commissioners consider evaluations and determine project extensions • Service agreements with additional outputs and outcomes for length of extension • Monitoring processes agreed and implemented • Review of 2012/15 reported to Corporate Management Team, Cabinet and Overview and Scrutiny Committee (O&S) • Develop communications plan to keep voluntary and community sector informed throughout process 	Dave Clark	April 2015
	Deliver 2015-18 Mainstream Grants Programme	<ul style="list-style-type: none"> • Review the MSG programme to take account of emerging community and Strategic Plan plan priorities and rationalise “themes” accordingly • Criteria, desired outcomes, process and timescales agreed • Report on outcomes of appraisals • Commissioners decision on grant assessments • Completion of service agreements with providers 	Chris Holme/ Dave Clark	Sept 2015
	Bi-Annual Update of Community and Voluntary Service	<ul style="list-style-type: none"> • 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 		

	Strategy	<p>strategies</p> <ul style="list-style-type: none"> • Consultation and engagement on priorities for 3rd sector • Market assessment for alternative service providers • Report to Commissioners/ Cabinet (post Directions) 	Louise Russell/ Dave Clark	March 2016
Governance Arrangements				
	Recommendation	Action	Assigned to	Timeframe
	Identify all key grant streams, timelines and existing governance and award arrangements	<ul style="list-style-type: none"> • Report to Commissioners with proposed approach to ongoing decisions for all streams 	Dave Clark	July 2015
	Improve grant approval processes	<ul style="list-style-type: none"> • Ensure clear specifications, outputs and outcomes in advance, which differentiate between capacity building, innovative pilots and mainstream service delivery • Codify all grant appraisal and approval processes in one compact compliant framework 	Dave Clark/ Everett Haughton	July 2015
	Ensure and embed open and transparent of decision-making	<ul style="list-style-type: none"> • Publish arrangements for Commissioner executive decision-making relating to grants • Publish forward plan for decision-making and timetable review programme for O&S Committee • Develop Mayor and cross-party consultation and review forum • Ensure all grant “contracts” over £5,000 are included in the Council’s contracts register • Publish all grant awards on the Council’s website 	Chris Holme/ John Williams	May 2015
	Develop robust evaluation of impact of grant programmes	<ul style="list-style-type: none"> • Annual review of approvals, outcomes and developments to CMT, Cabinet and Overview and Scrutiny Committee for all grant supported activities • Programme evaluations commissioned for all grant regimes 	Dave Clark	March 2016
	Review arrangements	<ul style="list-style-type: none"> • Establish cross party working group to develop proposals for 	Chris Holme	December 2015

	post Commissioners for future executive decision-making <ul style="list-style-type: none"> • 	future arrangements <ul style="list-style-type: none"> • Discuss proposals with Commissioners • Agree proposals through Cabinet • Briefing and training of members in relation to new proposals 		July 2016 November 2016 Nov/Dec 2016
Management Arrangements				
	Recommendation	Action	Assigned to	Timeframe
	Ensure cost-effective management structures in place for new grant arrangements	<ul style="list-style-type: none"> • Consolidate all 3rd Sector grant giving, monitoring and evaluation into one service 	Chris Holme	April 2015
	Improve Monitoring Arrangements	<ul style="list-style-type: none"> • Update grants manual monitoring arrangements in line with internal audit recommendations • Training and development of staff on standard procedures and sign-off of monitoring visits • Management review process of all monitoring activity to ensure consistency • Undertake ongoing risk-based audit in conjunction with monitoring 	Dave Clark/ Everett Haughton	Sept 2015

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Appendix 4 Property

Recommendation	Action	Timeframe	Assigned to	Status
Immediate issues and agreement of working arrangements with Commissioners				
Outline (explain to commissioners) core operational estate requirements for the next five years and upcoming disposal rationale.	Early meeting with Commissioners 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	Jan-15	Ann Sutcliffe	100%
Agree with Commissioners scope and clarification of role <ul style="list-style-type: none"> - What qualifies as disposal - Clarification re discretionary and statutory functions and obligations - Communication and relationship protocol - Feedback on initial improvement plans and whether further areas they want addressed 	Early meeting with Commissioners	Jan-15	Ann Sutcliffe	100%
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.)	Discussion to be had with Legal and Risk team AMCB discussion required. Discussion and agreement with the Commissioners	Mar-15 Apr-15 May-15	Ann Sutcliffe	
Policy and processes for Property Disposal reviewed and updated				
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)	<ol style="list-style-type: none"> 1. To be reviewed by the Asset Management and Capital Board (AMCB) 2. Approved and issued by s151 Officer 	Jan -15 Feb-15	Ann Sutcliffe Chris Holme	100%

Recommendation	Action	Timeframe	Assigned to	Status
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)	<ol style="list-style-type: none"> 1. Approved by the AMCB 2. Commissioners review and input sought 3. CMT 4. MAB 5. Cabinet 	Jan-15 Feb-15 Feb-15 Mar-15 May-15	Ann Sutcliffe	100% 100% 50%
Dissemination of revised protocols to: <ul style="list-style-type: none"> • Asset Management staff • Finance and Legal (lead staff) • Members briefing 	<ol style="list-style-type: none"> 1. Briefing through Asset Management team meeting 2. Briefing through 1:1 meetings with key finance and legal staff 3. Guidance to be published in members bulletin 	May 15 Jun-15 Jun-15	Ann Sutcliffe/Chris Holme/David Galpin	
Compliance testing with revised protocols	<ol style="list-style-type: none"> 1. Undertaken through the planned audit process 2. As part of the reporting process on each project confirmation of compliance with revised guidance. 	May 15 Ongoing	Ann Sutcliffe	
Review and clarification of Community Buildings allocation policy				
Community Buildings Policy - Lettings and Charging Policy (draft status)	<ol style="list-style-type: none"> 1. Draft document being consulted on with Legal and Finance. 2. Report to AMCB. 3. Lead Member/Commissioner review and input 4. Cabinet/other approval 	May-15	Ann Sutcliffe	
Dissemination of new protocols to: <ul style="list-style-type: none"> • Asset Management staff • Finance and Legal (lead staff) • Third sector team • Members briefing 	<ol style="list-style-type: none"> 1. Briefing through Asset Management team meeting 2. Briefing through 1:1 meetings with key finance and legal staff 3. Guidance to be published in members bulletin 	May 15 Ongoing	Ann Sutcliffe	
Compliance testing with new protocols	<ol style="list-style-type: none"> 1. Undertaken through the planned audit process 2. As part of the reporting process on each project confirmation of compliance with revised guidance. 	May 15 Ongoing	Ann Sutcliffe	

Recommendation	Action	Timeframe	Assigned to	Status
Asset and Disposal Strategy				
Approval of the Council's Asset Strategy. Seek endorsement of disposal policy of surplus assets.	<ol style="list-style-type: none"> 1. Draft programme to be agreed with AMCB. 2. Consultation/agreement with Commissioners on proposed process 3. CMT/MAB consideration 4. Cabinet/other approval 	Feb-15 Feb-15 Apr-15 Jun-15	Ann Sutcliffe	100% 100%
Review and agree disposal programme for the next three years	As above	Jun 15 Ongoing	Ann Sutcliffe	
Consider the introduction of an asset rental account (following implementation and embedding of Corporate Landlord Model)	<ol style="list-style-type: none"> 1. Consider paper at AMCB 2. Consult directorates 3. Report to CMT (and MAB, Cabinet if appropriate) 4. Report back to Commissioners 	Sep-15 Nov-15 Dec-15 Dec-15	Ann Sutcliffe	
Governance				
Review and update terms of reference for Asset Management Working Group and Asset Management Board.	Documents currently under review and to be considered by the Board and the Group.	Apr-15	Ann Sutcliffe	

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Appendix 5

Communications Action Plan

Recommendation	Current Status	Action	Assigned to	Timeframe
1. Strategy				
Critical appraisal of all communications functions, resources and activities leading to refreshed approach based on VFM principles for 2015/16	<ul style="list-style-type: none"> Evidence gathering and consultation commenced Comms managers assigned evaluation tasks 	<ul style="list-style-type: none"> Complete review and incorporate results and recommendations in strategy and costed publicity plan 	John McDermott	Early March 2015
New Communications Strategy	<ul style="list-style-type: none"> Aligning Comms strategy with Community plan and undertaking budget analysis 	<ul style="list-style-type: none"> Communications Strategy completed 	John McDermott	Mid March 2015
New Communications protocol and style guide	<ul style="list-style-type: none"> Existing protocol in use, under review in particular to develop mechanisms to ensure compliance 	<ul style="list-style-type: none"> Develop a revised protocol combined with style guide providing clarity and support to all communicators Re-launch and mandatory training of all relevant staff about requirements of revised Code Establish programme of testing to ensure compliance with Code 	John McDermott Kelly Powell	April 2015
			Internal Audit	By Dec 2015
2. Digital Focus				
Delivery of digital communications strategy	<ul style="list-style-type: none"> Existing content management system and hardware coming to the end of its life and business case for procurement developed My Tower Hamlets consultation tool under review to ensure VFM 	<ul style="list-style-type: none"> New system to go live in May. Digital communication strategy developed to underpin and enable channel shift in range of Council customer facing activity including communication 	John Hoang Oda Riska	June 2015
New web-based print and design management system	<ul style="list-style-type: none"> Procurement processes complete Plans for roll-out under development 	<ul style="list-style-type: none"> Internal awareness / training programme to be launched to build better print and design procurement competencies across the organisation. Mandatory training for all staff with 	John Hoang Oda Riska	April 2015

		print and design responsibilities.		
3. East End Life review				
Review of options for East End Life refreshing value for money assessment and including options for revised frequency	<ul style="list-style-type: none"> Review of functions of EEL begun 	<ul style="list-style-type: none"> Alternative methods and channels identified and costs explored in light of Digital Strategy above Alternative provision arrangements considered Benchmarking and review of other boroughs Fully costed options for delivery 	John McDermott Helen Watson	April 2015
4. Refreshing internal communications				
Align activity to HR strategy and develop knowledge-sharing culture	<ul style="list-style-type: none"> Phased plan agreed Roll out of quarterly directorate newsletters commenced 	<ul style="list-style-type: none"> Complete plan for suite of products and activities to improve and raise profile of internal communications Develop evaluation and feedback mechanisms 	Kelly Powell John Hoang	August 2015
5. Campaign planning and delivery				
Deliver timely, cost effective and high impact campaign programme with the council's 50 th anniversary as a centrepiece	<ul style="list-style-type: none"> Forward planner being developed with directorates 	<ul style="list-style-type: none"> Delivery and financial planning delivering, where possible, cost neutral activities 	John McDermott	April 2015
Campaign partnerships established with other boroughs	<ul style="list-style-type: none"> Talks in progress with London councils collectively and on resource sharing with specific boroughs 	<ul style="list-style-type: none"> Campaigns delivered taking advantage of economies of scale and broader reach and impact 	John McDermott Sharan Ahmed	August 2015
A detailed three year plan established as a flexible tool for forward planning and proactive media work	<ul style="list-style-type: none"> Forward planner first draft underway Media targets being evaluated 	<ul style="list-style-type: none"> Fully planned and costed projects wrapped around key events Resources more effectively used when reactive media work required 	John McDermott Kelly Powell	April 2015
6. Income optimisation				
A robust business plan identifying new revenue streams, maximising	<ul style="list-style-type: none"> Assessment of resources, markets and potential income 	<ul style="list-style-type: none"> Review to consider options for trading Business plan for communications 	Sharan Ahmed	September

existing income activities and providing a clear growth plan	streams underway	revenues stream complete and approved <ul style="list-style-type: none"> Review opportunities and approach to use of Council poster and other advertising sites 	(with CLC as required)	2015
7. Promoting Cohesion and Equality				
Maximise reach and penetration of minority communities to support Community Plan and One Tower Hamlets objectives	<ul style="list-style-type: none"> BME media work well-established Significant gaps in media activity with other diversity streams 	<ul style="list-style-type: none"> Advisory group/s established 	John McDermott	September 2015
8. Accountability and performance				
Produce highly effective management information and data to enable robust evaluation of Comms activity and informed forward planning	<ul style="list-style-type: none"> Retrospective reporting being replaced with high quality data (e.g to include social media) Comms working with CMT to assess needs 	<ul style="list-style-type: none"> Detailed, timely reporting that meets the needs of corporate and directorate business plans 	John McDermott Raju Miah	May 2015
9. Supporting colleagues				
Communications training and support programme developed	<ul style="list-style-type: none"> Ad hoc training offered on request 	<ul style="list-style-type: none"> A suite of learning and development products aligned to organisational needs 	John McDermott Kelly Powell	August/ September 2015
10. Mayor's Media advisors				
Ensure Mayor's office media support offers value for money and complies with Communications Protocol	<ul style="list-style-type: none"> Commissioning exercise undertaken to test market for media support Specification clarifies that appointed contractors will be subject to Council's terms of employment to include Publicity Code and Communications Protocol One post appointed to, one to be filled 	<ul style="list-style-type: none"> 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 Audit of media advisors' activity to be undertaken 	Murziline Parchment Section 151 Officer	March 2015 By Dec 2015

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Appendix 6 : Organisational Culture

Introduction

There is a real desire, amongst all those involved as Councillors and officers in Tower Hamlets, to deliver continuous improvement for the residents of Tower Hamlets. Other sections of this plan set out the processes we have to achieve this and these will be maintained through the lifetime of this plan. The impact of Government funding cuts, felt across local government, makes achieving our goals even more challenging and there will continue to be legitimate political differences about how best to meet this objective with dwindling resources. Against this backdrop, we also need to ensure that the culture of the organisation continues to be one which strives for continuous improvement and in which relationships between groups of members and between members and officers are professional, respectful, open and honest.

This will be a staged process – there are some things we can and are already doing and all the actions within the full best value plan will impact on organisational culture as they are implemented and embedded. In addition, we suggest some specific activities in the remainder of this plan which will further support the development of a best value culture.

	Recommendation	Action	Assigned to	Timeframe
Investing in People				
	Publication of quarterly, printed Directorate Newsletters (Your Directorate, Your Voice)	<ul style="list-style-type: none"> • Council wide initial newsletter to launch the project • Finalise first edition for each directorate and issue in the first week of March 2015 • Agree quarterly publication schedule 	Simon Kilbey	Feb 2015 March 2015
	Develop an interactive area on the intranet (Your Workplace, Your Voice) for staff to engage, comment and ask questions	<ul style="list-style-type: none"> • Develop, test and consult on content • Demonstrate site at focus groups and key stakeholder meetings • Engage managers to use the site to collect baseline information • Launch site 	Simon Kilbey	March 2015

	Develop Continuous Improvement Groups	<ul style="list-style-type: none"> • Identification of group members • Creation of work programme for each group 	Simon Kilbey	April 2015
	Create a staff suggestion scheme	<ul style="list-style-type: none"> • Launch of interactive site including e-form 	Simon Kilbey	March 2015
	Create Your Voice Ambassadors to convey key messages and feedback staff views	<ul style="list-style-type: none"> • Agree training package • Recruit Ambassadors • Launch project 	Simon Kilbey	April 2015
	Refresh the Staff Recognition Scheme	<ul style="list-style-type: none"> • Hold focus groups to gather views and suggestions • Launch video clips on the intranet and test the level of engagement • Present proposals to staff forums • Launch new scheme 	Simon Kilbey	May 2015
Relationship Management and building consensus around improvement				
	Rebuilding elected member relationships	<ul style="list-style-type: none"> • LGA facilitated forum to review elected member relationships – annual for 3 years • Develop an action plan to respond to recommendations of above review • Deliver and monitor action plan 	Steve Halsey/ Mayor/ Group Leaders	May 2015; May 2016 and May 2017
	Develop cross party member working groups on key issues	<ul style="list-style-type: none"> • Review model and lessons learnt from Members Diversity and Equality working group • Agree 1-2 areas to trial approach, linked to key priorities within Community Plan • Set up initial time limited project groups • Evaluate and review 	Louise Russell/ John Williams	March 2015 April 2015 May 2015 December 2015

	Ensuring member and officer relations are appropriately conducted and constructive	<ul style="list-style-type: none"> Review, strengthening and clarifying the Officer / Member protocol and scheme of delegations Refresher training for members and key staff 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	<p>May 2015</p> <p>June 2015</p> <p>December 2015</p> <p>December 2016</p>
	Development of refreshed Community Plan setting out key priorities	<ul style="list-style-type: none"> Community, partner and cross party engagement and consultation Consultation with Mayor Agreed through Cabinet and full Council 	Louise Russell	<p>October to March 2015</p> <p>July 2015</p>
	Progress activity emerging from Constitution review	<ul style="list-style-type: none"> Agree with General Purposes Committee priorities for further revisions to Constitution 	Monitoring Officer	June 2015
Embedding best value				
	Ensuring all decisions are informed by best value requirements	<ul style="list-style-type: none"> 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 disseminated 	Louise Russell/ Matthew Mannion	April 2015
		<ul style="list-style-type: none"> 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

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Appendix 7

Statutory Officer Recruitment Action Plan (Director of Law, Probity and Governance, Corporate Director Resources and Head of Paid Service/Chief Executive)

Post	Current Status	Action	Assigned to	Timeframe
Recruitment of Director of Law, Probity and Governance (Monitoring Officer) and Corporate Director Resources (S151 Officer)	Commissioners, in conjunction with the Head of Paid Service, Service Head HR&WD and with the assistance of Penna have reviewed the process carried out so far and given clearance to proceed with Penna's recommended list of candidates to be invited to final interview.	Following Commissioners' clearance, steps to re-start recruitment process instigated	Steve Halsey/Simon Kilbey	11.02.15
		Formal decision to resume recruitment process, confirm further stages in process with timescales.	HR Committee	Target date 19.02.15
		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.	Appointments Sub Committee	Target date 26.02.15 – Shortlisting for both DLPG and CDR
		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.	Appointments Sub Committee	Target date 9th March (DLPG) Target date 10th March (CDR)
		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	Steve Halsey/Simon Kilbey	Ideally to coincide with Mayor and Executive

		and the Secretary of State's satisfaction with process and selection of candidate.		'opportunity to object' period.
		Opportunity for the Mayor and the Executive to object to the appointment.	Democratic Services	Two working days (max). Target date 13th March (DLPG) Target date 16th March (CDR)
		In event of an objection, ASC to consider the objection. Commissioners to attend ASC as observers on process of determining the objection.	Democratic Services/ASC	Target date 23rd March (if needed)
		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	Target date 26th March
		Following agreed appointments formal offer to be confirmed to candidates.	Simon Kilbey	Target date 27th March
Chief Executive/Head of Paid Service		Active discussions with the Commissioners and HR Committee taking place to develop an appropriate process to achieve an appointment to meet the requirement of the Directions.		Timeline to follow

Appendix 8

Best Value Action Plan - Elections

Recommendation	Current Status	Action	Assigned to	Timeframe
1. Planning and Management Capacity				
Joint working with partner agencies	<ul style="list-style-type: none"> Project group established including relevant Council services; Met Police (Tower Hamlets & Scotland Yard); and Electoral Commission 	<ul style="list-style-type: none"> Joint project group to meet fortnightly January – April 2015, more frequently as required immediately prior to election. 	John Williams/ Louise Stamp	January 2015 and ongoing
Enhance management expertise and capacity	<ul style="list-style-type: none"> Acting Returning Officer (ARO) supported by Head of Electoral Services (to be DARO) and CMT/Council managers as required. 	<ul style="list-style-type: none"> Procurement of experienced external resource as consultant to oversee key aspects of the plans including verification/count and postal voting Nomination of dedicated Facilities Management resource AEA professional count service to support planning work. 	John Williams/ Louise Stamp Keith Fraser Louise Stamp	By end February 2015 March 2015 March/April 2015
Performance Standards monitoring	<ul style="list-style-type: none"> Tower Hamlets has been selected by the Electoral Commission as one of the authorities for detailed monitoring in connection with national RO performance standards 	<ul style="list-style-type: none"> Full information provided to the Commission in relation to election planning and contingency/risk register. 	John Williams	27 February 2015 and further milestones to May 2015
2. Integrity Measures				
Enhancement of integrity measures around registration and election, clear statement of standards of conduct required	<ul style="list-style-type: none"> Local protocol used in May 2014 under review Enhanced '6+' targeted registration checks on addresses, using tablets to update register. Also enhanced Police resource on polling day 	<ul style="list-style-type: none"> Revision and strengthening of local protocol, to enhance the Electoral Commission's own revised Code for 2015 Joint RO/Police bid to Cabinet Office funds available to 17 high risk authorities to address integrity 	John Williams Louise Stamp	26 February 2015 20 February 2015
Efficient reporting and effective investigation of any allegations/concerns re: fraud	<ul style="list-style-type: none"> Joint planning group to agree reporting arrangements 	<ul style="list-style-type: none"> 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 	Louise Stamp	March 2015
3. Staffing and Training				
Adequate numbers of quality assured staff at polling stations, count, PV openings.	<ul style="list-style-type: none"> Recruitment underway – Presiding Officers, to be followed by Poll Clerks, Count Supervisors and Assistants, Visiting Officers and Postal Vote Opening Assistants. 	<ul style="list-style-type: none"> All staff required to confirm that they are not a member of any political party. Polling station staff where possible to work at a PS that is not in constituency where they live. 	Seema Shahnaz Seema Shahnaz	Feb – May 2015 Feb – May 2015

Staff fully trained on process and all potential scenarios	<ul style="list-style-type: none"> Training material under review and programme of dates set. 	<ul style="list-style-type: none"> Enhanced mandatory training before taking up roles. To include practical role-play scenarios. Polling staff to be trained alongside Police Officers who will be on duty at their PS. Count training enhanced including 'dress rehearsal' in situ approx. 3 hours before the start. 	Louise Stamp	April 2015
			Louise Stamp	April 2015
			John Williams/ Louise Stamp	April/May 2015 015
4. Verification and Count				
Eliminate delays whilst continuing to ensure integrity of the count. Enhance procedures including response to Electoral Commission recommendations	<ul style="list-style-type: none"> Plans for the verification and count developed, building on EC report and improvements introduced at Blackwall & Cubitt Town ward election (July 2015), and have been published for consultation. Count venue for both constituencies to be ExCel Centre, E16. Verification to start immediately after close of poll. Projected declaration time (based on 70% turnout) by 4.30 a.m. 	<ul style="list-style-type: none"> Enhanced security measures inc photo ID checks at entry; non-Council security staff; non-transferable security wristbands Attendees to be required to sign Code of Conduct as condition of entry. CCTV operational in the venue Additional staff to be used, in particular a higher ratio supervisors:count assistants. Full review of count procedures and paperwork in consultation with external resource/AEA 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 8th May, p.m. 	Louise Stamp	April 2015
			Louise Stamp	7 May 2015
			Louise Stamp Louise Stamp/ Seema Shahnaz	April 2015 March/April 2015
			John Williams/ Louise Stamp	April 2015
			John Williams/ Louise Stamp	7/8 May 2015
5. Polling Districts and Polling Places				
Efficient and convenient division of constituencies into polling districts; accessible and suitable polling places	<ul style="list-style-type: none"> Review of Polling Districts and Polling Places completed by 31 January. Final list of polling places published and shared with Police for planning purposes. 	<ul style="list-style-type: none"> Polling Stations to be agreed with a view to security and convenience of the voting process, and efficiency at the count. Register to be amended in accordance with new PDs 	John Williams/ Louise Stamp	March 2015
			John Williams/ Louise Stamp	March 2015
Ensure integrity of the process and good order at polling stations.	<ul style="list-style-type: none"> Procedures and instructions under review, including addressing any issues raised after May 2014 elections 	<ul style="list-style-type: none"> Joint training for Presiding Officers and Police/PCSOs CCTV/bodycams in use at polling stations Police/PCSOs on duty throughout the day including accompanying PO/ballot box at the close of poll to the count venue. Investigation of marked 'clear' areas outside polling stations Investigation of additional poll clerk to 	Louise Stamp	April 2015
			Louise Stamp/ MPS	7 May 2015
			MPS	7 May 2015
			John Williams	April/May 2015

		<ul style="list-style-type: none"> 'meet and greet', assist with order. Continuation of RO instruction re: staff to speak only English in PS 	John Williams/ Louise Stamp John Williams	April/May 2015 7 May 2015
6. Postal Voting				
Efficient and convenient despatch of postal voting packs.	<ul style="list-style-type: none"> Contracts in place with secure print contractor (FDM – experienced company) for the production of PV packs 	<ul style="list-style-type: none"> Royal Mail to deliver packs. Discussions to be held regarding measures to ensure security, all packs delivered through individual doors etc 	John Williams/ Louise Stamp	March 2015
Ensure integrity of the process and good order at postal vote opening sessions	<ul style="list-style-type: none"> Procedures and instructions under review Seven PV opening sessions have been arranged between 21 April and 7 May. 	<ul style="list-style-type: none"> Scanning 100% of personal identifiers. Dedicated DARO to oversee PV openings. Training for all involved in adjudication on EC forensic handwriting guidance. Review procedures and restrictions on PV opening observers' conduct. 	Louise Stamp John Williams John Williams John Williams	April 2015 March/April 2015 April 2015 March/April 2015
7. Candidates and Agents Meetings				
Ensure full understanding of the process and rules; brief re: Code of Conduct etc	<ul style="list-style-type: none"> ARO has kept communication with all known agents locally, including planning updates and consultation on key issues 	<ul style="list-style-type: none"> Three Candidates and Agents meetings to be held. To cover the process, election offences, code of conduct, polling station and count arrangements, adjudication etc 	John Williams/ Louise Stamp	26.02.15 01.04.15 (prov); Mid- April 2015
8. Communications Plan				
Ensure effective communication of key messages re: election and in particular security/integrity.	<ul style="list-style-type: none"> Draft plan developed by Comms team inc. objectives, key messages, audiences and proposed activity. 	<ul style="list-style-type: none"> Publicity to be co-ordinated with partner agencies East End Life & other channels to include clear messages re: secrecy (inc. in community languages, graphic material) 	John Williams/ John McDermott	Feb – May 2015
9. Pre-election Guidance				
Ensure full understanding of the rules, compliance with Code of Recommended practice for LA Publicity	<ul style="list-style-type: none"> Guidance material under review 	<ul style="list-style-type: none"> Revised guidance to be issued to Members and officers in advance of the pre-election period 	John McDermott/ Meic Sullivan- Gould	March 2015
10. Risk Management				
Ensure all potential risks identified and contingency measures put in place.	<ul style="list-style-type: none"> Detailed contingency planner/risk register has been prepared and will be maintained and updated. 	<ul style="list-style-type: none"> Risks, contingencies, milestones and key actions to be updated weekly. 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	Feb – May 2015

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TOWER HAMLETS PUBLICITY PLAN 2015-16

INTRODUCTION

The Council recognises the importance for local residents, staff and the democratic process that there is full understanding of and confidence in all aspects of its operation. It is our duty to ensure that residents, staff, key stakeholders, media and the wider public have a clear understanding of the council's role, the services we provide and the way in which we deliver continuous improvement and value for money.

An effective communications plan for the Council has a number of key purposes. To achieve our Community Plan vision of improving the quality of life of all who live and work in the borough requires us to communicate with and engage local people. In addition, effective communications activity:

- promotes openness and transparency in the work of the council;
- promotes key messages to achieve policy goals around ways in which residents can live more healthily; improve their employment chances; help us tackle crime, anti-social behaviour and create a greener, more sustainable environment.
- underpins accountability and effective reporting to residents about our delivery in response to local priorities;
- engages residents in key activities and encourages their feedback and engagement;
- promotes cohesion and cultural interchange; and
- builds effective working relationships and ensures staff feel informed and motivated.

To achieve these aims, the Council has a detailed Forward Planner (Appendix 1) which sets out the wide range of communications activity planned on a monthly basis over the course of a year. In addition, this cover report highlights the key strategic and operational communication priorities which the council proposes to focus on over the next year to ensure that our communications and publicity activity is effective in achieving the above goals and delivers best value. These areas are set out in an action plan format within the Council's Best Value Plan to respond to the Secretary of State Directions of December 2014.

The key aim for the 2015/16 communications are to re-focus the Council's media profile around positive messages in pursuit of the key purposes outlined above. To achieve this, there are six key issues that we will focus on during 2015/16.

First, we will build our publicity activity around the **Community Plan**, currently the focus of widespread borough wide and stakeholder consultation. This will ensure our communications activity is focused around the areas agreed as priorities for the Council and its partners..

Second, we will focus on communicating **value for money** as we operate in an era of intense internal and external scrutiny. Third, the current **Communications Protocol** will be strengthened and further disseminated providing a robust, clearly understood mechanism to ensure that the work of, and relations between Communications, the Mayor's office, council officers and elected members is carried out transparently and appropriately at all times.

Fourth, in this **general election** year, work is underway with the Electoral commission, the police and other stakeholders to address difficulties which arose in previous campaigns. Communications will play a central role in ensuring the smooth, efficient running of the poll and count and build public confidence in our democratic processes.

Fifth, a new far-reaching **internal communications** function, in partnership with the Council's Human Resources, will shape organisational culture, delivering key messages and engaging with staff.

Sixth, we will build a stronger focus on **best value** in the way in which we deliver our communications function, challenging existing models, exploring the potential for new and existing revenue streams and considering the best use of the Council's overall spend on Communications to achieve objectives.

We will base our activities on available research such as media monitoring and resident and staff surveys. Above all the purpose of this plan is simple; to increase public awareness of the bread and butter services provided by Tower Hamlets and enable residents to have a real informed say and improve local accountability.

THE 2015 COMMUNITY PLAN

The developing Community Plan (2015 onwards) is well advanced following an extensive consultation process with a wide range of stakeholders. The plan will build upon existing partnership work retaining themes that partners have organised themselves around for some years. They are:

- A great place to live
- A fair and prosperous community
- A safe and cohesive community
- A healthy and supportive community

Tower Hamlets is a place of immense opportunity, but poverty and inequality can stop local people achieving their full potential. The community plan aims to bring different parts of the community together, encouraging positive relationships and tackling divisions between communities – as well as providing strong leadership, involving people and giving them the tools and support to improve their lives.

Partnership working to pursue these priorities is well embedded and overseen by a range of partnership bodies.

To build on and complement this work, the Community Plan sets out proposed cross-cutting partnership priorities for the 4 years from 2015. Using this plan, partners will work together to harness the efforts of all partners and accelerate progress in four important areas.

As the plan develops, communications activity will 'wrap around' it ensuring that our publicity reflects and informs residents' priorities. The communications forward planner at appendix 1 is the beginning of this process setting out as programme to support each of the four priorities.

Our approach will be to focus on long-term, solid, evidence based reputation building designed to build public confidence in the council and our services.

TEN NEW GOALS FOR 2015/16

The Tower Hamlets model of communications has, by necessity, been reactive and media relations driven. Much of our everyday work, supporting frontline services and promoting key messages to promote policy objective continues largely unheralded and it is our aim to develop and improve this service development role.

We will continue to develop and improve our two-way communications in a linked, digital, tweeted world where power is flowing back to communities. A number of key activities are planned to further improve communications. They are described below and included within our best value action plan.

- 1. Strategic Review:** A root and branch critical appraisal of the services provided by Communications will be undertaken. Along with our customers and other stakeholders, we will look dispassionately at how and why we provide services, analyse our relative performance and draw up plans embedded in best value principles.

To achieve this we will;

- challenge why, how and by whom a service is being provided
- secure comparison with the performance of others (including local authorities) across a range of relevant indicators, taking into account the views of both service users and suppliers
- consult local residents, service users, partners and businesses in the setting of new performance targets.

We will use this to develop a new Communications Strategy alongside a refreshed Communications protocol.

- 2. Digital Focus:** We will accelerate the delivery of our digital communications strategy. We want to improve the ability of people to interact efficiently with Tower Hamlets, reduce unnecessary transaction costs and identify new ways of engaging with the community. Building on the learning from the Council's Digital Inclusion Strategy, we will target digital activity appropriately based on the different needs and motivations of sections of our community.

In doing this, we will consider whether we can move over time to digital communication methods to replace our existing paper based methods and East End Life. This would need to be a gradual and staged process, recognising the level of digital exclusion in elements of our current population.

Procurement of a new web content management system (CMS) will support our aims by providing a much more accessible, user-friendly web platform for engagement and transaction. Simple to use and content-rich, our digital offering will extend the reach and penetration of our messages and the quality and quantity of our stakeholder engagement.

- 3. East End Life review:** The newspaper is currently the council's primary communication / community cohesion tool and is highly valued by local residents. East End Life continues to be the most cost-effective way for the council to communicate information about council services and community cohesion in Tower Hamlets, and at the same time fulfilling its statutory duties in relation to public notices and advertising. A review of East End Life review was conducted in 2011 which concluded that: *"Further to an analysis of advertising costs with alternative newspapers, the 2011 review referred to above, found that the closure of the publication would cost between £600,000 and £2.1million. The cost of placing statutory notices in the main local newspaper would be £635,007, rising to over £2.1m for a 'suite' of packages in a range of local newspapers to increase reach."* We will revisit the findings of this review and a range of options around frequency, financing and delivery, including moving to digital platforms over time, will be explored.
- 4. Refreshing Internal Communications:** We will work with Human Resources to build team based communications structures enabling colleagues at all levels to improve communication within and across directorates. A network of communications champions will facilitate two-way communication up and down the council and Communications will support departmental newsletters, "road shows" and

intranet activity. The primary aim is to build a knowledge-sharing culture across departmental and organisational boundaries

- 5. Campaign Planning and Co-ordination:** The media Forward Planner is attached at Appendix 1 and will be extended to cover three years activity. It is a flexible and developing document linked to a new suite of media monitoring and engagement tools. A key campaign underpinning this year's work will be a 50th Anniversary Campaign. From April 2015 a range of events will take place (independently and with London Council colleagues) to mark the founding of Tower Hamlets Council. Our plans will be self-financing or, where possible, revenue raising in partnership with appropriate organisations including the media.

A new web-based print and design tool will transform commissioning of materials for internal customers improving efficiency, reducing costs and ensuring uniformly high standards across the organisation. To ensure value for money, the Council has just completed the procurement of a new print and design framework which will enable the council to strategically manage all of its external print and design-related suppliers, and to ensure that all printed publicity and design output complies with procurement processes and the council's branding and communications protocols. In practice, the framework will be supported by a web-based print and design project management system, Panacea, which is being used to centralise and manage all communications jobs involving print or design in one system.

This will be supported by an improved Communications Protocol and Style Guide enabling greater freedom of action for specific services and specifying the roles and responsibilities of Communications staff, Mayoral Advisers, Officers and members

- 6. Income optimisation and value for money:** The finances of the Communications function will be reviewed with a new emphasis on revenue generation. This will include development of options with the aim to make communications a self-financing function within three years. This means real new money from external sources eliminating costs to the council and therefore our residents. For example, we will explore opportunities for Tower Design, our in-house design agency which runs at a small-profit, to be put on a commercial footing to fully exploit opportunities and become a significant profit centre for the council. In addition, we will review Council wide spend on a range of publicity functions, including advertising and poster sites, to ensure a co-ordinated approach which supports our strategic objectives and priorities.

The Panacea system outlined above will also enable the council to interrogate prices from all suppliers in real-time for any given print job specification, to support continuous benchmarking of prices, stimulate competitive pricing and produce best value.

Budget information for 2014/15 is included at Appendix 2. Costs and income will be reviewed to inform the strategic approach for the service for 2015/16 and beyond.

- 7. Promoting Cohesion and equality:** We will explore ways of hearing from the local community and our staff to ensure our work actively promotes equality and diversity issues and builds community cohesion and engagement.
- 8. Accountability and performance:** Current performance of the Communications function is measured against basic media monitoring data on a quarterly basis. The work of the team will be evaluated on a monthly basis with new key deliverables developed and reported on in a regular performance report. We will partner and benchmark with the best across the UK and internationally setting the standard for local government communications

9. Supporting Managers: We will provide communications learning and development for managers to cover compliance with the Communications Protocol, and developing skills in areas such as presentation, broadcast and social media.

10. Mayor's Media Advisors: The Mayor appoints two media advisors on a flexible basis to advise him and the Cabinet on local community media including BME and Bangladeshi media and to work with him to raise the national profile and awareness of Tower Hamlets and highlight the borough's investment and development potential. This support has been competitively tendered to ensure value for money. The need for these advisors reflects the disproportionate national media interest in the Mayor in his role as Mayor as opposed to in the Council more generally. Safeguards are being developed to ensure that the appointees abide by the Communications Code of Conduct and that the work they undertake is formally recorded and signed off within the Council to ensure that it represents legitimate local authority expenditure. Contract management of Mayors' advisors will be the subject of future audit [tbc].

Date	Event	Directorate	Comms officer	Service	Key Messages	Lead contact from service	Community Plan/DMT Priority	Mayor's op	Consultation	Marketing	Media	Internal Comms
05 January 2014	Change4Life sugar swaps	PH	Anna Wilson		Comms toolkit and resources are available for order, for Jan start of campaign	Jabed Rahman						
12 March 2014	No Smoking Day	PH	Anna Wilson		Annual national campaign to encourage people to stop smoking - supporting locally	Jane Stephenson-Glynn					Media release	Intranet, member's bulletin
17.04.14	CSS column	CLC	Stefan Swift	Community Safety			A safe and supportive community					
31 May 2014	World Tobacco Day	PH	Anna Wilson									
05 September 2014	National day of action on alcohol	PH	Anna Wilson		National alliance raising awareness of harm caused by excess alcohol	Jill Goddard						
10 October 2014	World Mental Health Day	PH	Anna Wilson		National day to raise awareness around mental health issues, with community engagement activities	Nicky Donnelly	N		Advice and service info across community, relaxation techniques for staff		Media release, council website, Twitter	Member's bulletin, CCG newsletter, intranet
14 November 2014	World Diabetes Day	PH	Anna Wilson		National day raising awareness of diabetes locally	Luise Dawson	Y				Media release, council website, Twitter	Member's bulletin, CCG newsletter
December 2014- Dec 15	ER/ VR campaign	Resources	Susan Mulligan		Savings	Chris Holme					Local media./ social media	Internet / intranet
December 2014- Dec 15	Transformation	Resources	Susan Mulligan		Savings / new way of council working	Corrinne Hargreaves						Internal comms campaign
December 2014- Dec 15	Your Borough Your Voice	Resources	Susan Mulligan		Savings	Paresh Chuasama						Internal comms campaign
01 January 2015												
January	Healthy Families Parent Ambassador training programme leaflet	ESCW	Ian Read		Recruiting more ambassadors	Denise Hickford	2			4-page booklet		
January	SEN leaflet reprints	ESCW	Ian Read		Promoting our services	Andrew Sutcliffe	2			Reprinting leaflets		
January	SEN professionals' brochure	ESCW	Ian Read		Promoting our services	Andrew Sutcliffe	2			Producing brochure		
January	Family Group conference brochure reprint	ESCW	Ian Read		Promoting our services	Katharine Nuza	2			Producing brochure		
January	Updating parenting programmes brochure	ESCW	Ian Read		Promoting our services	Sharon Sullivan	2			Updating and printign brochure		
Jan	Young Mayor Elections 2015/17	CLC	Raju Miah									
Jan	Holocaust Memorial Day, linked with LGBT in terms of bringing together those who were ignored/suppressed.	LPG	Susan Mulligan		Equalities	Louise Russell					Local and social media	Intranet
Jan	Stonewall Workplace Equality Index Publicise result of Stonewall WEI 2015. Remind people of benefits for LGBT	LPG	Susan Mulligan		Equalities	Louise Russell					Local and social media	Intranet
Jan	Register to Vote	LPG	Susan Mulligan		Equalities	John Williams					Local and social media	Intranet
Jan	Budget Consultation (congress)	LPG	Susan Mulligan		Statutory duty to present budget	Chris Holme				Presentation at Idea Stores	Local and social media	
Jan	Advert - DPH	LPG	Susan Mulligan		Equalities	Robert McCulloch-Graham				Advert		
Jan	Media invitations to council meetings	LPG	Susan Mulligan		Transparency	John Williams						Internet / Media invite
Jan	Dry January	PH	Anna Wilson		Month-long campaign encouraging people to be alcohol-free, with PHE backing this year	Jill Goddard						
Jan	Promotion of anti fraud work	Resources	Susan Mulligan									
Jan	Benefits - part of Get Online campaign	Resources	Susan Mulligan		Positive messages about the council	Minesh Jani					Local media./ social media	Intranet
Jan	Disability awareness campaign	Resources	Susan Mulligan		Digital Inclusion	Steve Hill					Local media./ social media	Intranet

Jan	Promotion of service excellence (highlights)	Resources	Susan Mulligan		Equalities	Corinne Hargreaves						Local media./ social media	Intranet
Jan	Council tax Booklet	Resources	Susan Mulligan		Positive messages about the council	Chris Holme						Media	Intranet
Jan	Civil Emergencies	Resources	Susan Mulligan		Transparancy	Chris Holme				TBC			Internet
Jan	Transformation	Resources	Susan Mulligan		Business Resilience / emergency planning	Steve Crawley							Internal communications
02.01.15	ARS Christmas Tree recycling	CLC	Sarah	Public Realm	Don't forget to put your real tree out for recycling	Jamie Blake	a great place to live					Media release to local and BME media	
07.01.15	Launch of Estates Excellence	CLC	Sarah	Safer communities	Launch of Health and Safety initiative "Estates Excellence" in Fish Island	David Tolley	A safe and supportive community					Media release to local, BME, regional and trade media	
07.01.15	ARS New Year New You	CLC	Shalina		Promoting leisure centres and sport activities in the borough								
07.01.15	Launch of NY stop smoking campaign	PH	Anna Wilson										
09.02.15	£13 million investment from GLA into Decent Homes Programme	D&R	Sam Gough		Housing	Jackie Odunoye	Housing			N/A	N/A	Local, regional and trade media	N/A
09.01.15	CSS column	CLC	Stefan Swift				A safe and supportive community						
12.01.15	Real nappy event	CLC	Sarah	Public Realm		Jamie Blake						Media release to local and BME media	
12.01.15	Local Community Ward Forum Feature	CLC	Stefan Swift		Round up of successful projects and promoting the start of the next cycle of meetings	Sade Johnson	A great place to live	No			A series of adverts booked for EEL	Media release to local and BME media	
12.01.15	National Obesity Awareness Week	PH	Anna Wilson		Tie in national week with C4L sugar swaps			N					
13.01.15	Buywell Project	PH	Anna Wilson					N				Media release, council website	
15.01.15	ARS Park Mark for two car parks	CLC	Sarah	Public Realm	two more car parks in the borough have achieved Park Mark	Jamie Blake	A great place to live						
16.01.15	Gransnet Surfers Community Fun Day at Idea Store Chrisp Street	CLC	Shalina	Idea Stores	Fun day to encourage older people to use the internet	Judith St John	A great place to live	Yes at 11am			Flyers and posters	Media release to local and BME media	
16.01.15	PAYP February Half Term	CLC	Raju Miah										
16.01.15	ARS Ward surgery and walkabout	CLC	Stefan Swift	Community Safety	Promotion of latest community safety ward surgery and walkabout / feature including photos / round	Shalina Akhtar	A safe and supportive community	Yes			Web banner	Media release to local and BME media	
19.01.15	Swap event	CLC	Sarah	Public Realm	Next recycling swap event happening in Bow on 24 Jan	Jamie Blake						Media release to local and BME media	
19.01.15	Safer, Cleaner, Greener page	CLC	Sarah/Stefan		Dedicated page in EEL to Community Safety and Public Realm stories		A safe and supportive community great place to live	A					
19.01.15	Pharmacy Needs Assessment consultation	PH	Anna Wilson		Consultation in line with NHS England to determine future spending of pharmaceutical	Richard Wilmer		N				Media release, council website, Twitter	Member's bulletin, CCG newsletter, intranet
19.01.15	Cold Weather Alert and advice	PH	Anna Wilson		Advice on keeping warm and latest Met Office warning	Chris Lovitt		Y				Media release, council website, Twitter	Member's bulletin, CCG newsletter, intranet
20.01.15	ARS FiFILI update	CLC	Sarah	Public Realm	Highlight the reporting being through the app and how it is being used to shape survives on the	Jamie Blake	A great place to live					Media release to local and BME media	
21.01.15	Gransnet Event	CLC	Shalina	Idea Stores	Promoting an event to get older people online	Judith St John	A great place to live					Media release to local and BME media	
21.01.15	ARS Cleaning programme for markets etc.	CLC	Sarah	Public Realm	Focus on the work done by cleaning teams through the night. E.g. cleaning markets. Photos to	Jamie Blake	A great place to live					media release to local and BME media	
25.01.15	Cervical cancer prevention week	PH	Anna Wilson			Judith Shankleman		N				Media release, council website, Twitter	
26.02.15	Home educating event	ESCW	Ian Read		Promoting this new information event	Jill McGinley	2						

Late Jan	Family Violence event	ESCW	Ian Read/Jacqueline Harthill		Supporting the community	Tracy Barrow	2					Intranet, possible THNow
26.01.15	ARS Sports Team Feature	CLC	Shalina	Sports and Physical Activities Team	Highlighting activities on offer and capital investment into facilities	Lisa Pottinger	A great place to live	No				Media release to local and BME media
26.01.15	ARS Street Lighting	CLC	Sarah	Public Realm	Focus on street lighting upgrade programme. Awaiting further information.	Jamie Blake	a great place to live	Yes				Media release to local and BME media
26.01.15	ARS Parking permits online	CLC	Sarah	Public Realm	Remember to renew your parking permits online	Jamie Blake	A great place to live					Media release to local and BME media
28.01.15	ARS Tree planting programme	CLC	Sarah	Public Realm	Making the borough a greener place to live	Jamie Blake	A great place to live	Yes				Media release to local and BME media
Late Jan	Children's services column	ESCW	Ian Read		Promoting our success	Robert McCulloch-Graham	2					
29.01.15	LGBT Exhibition - Cornelius McCarthy at Bethnal Green Library	CLC	Shalina	Idea Stores		Tamsin Bookey	A great place to live	Yes				Media release to national, regional, local, BME media and trade.
30.01.15	ARS Ward surgery and walkabout	CLC	Swift	Community Safety	Promotion of latest community safety ward surgery and walkabout	Shalina Akhtar	A safe and supportive community	Yes			Web banner	Social media
FEBRUARY												
February	SEND newsletter	ESCW	Ian Read		Providing information for users and partners	David Carroll	3				Producing newsletter	
February	Woolmore Primary School soft opening (pupils move in)	ESCW	Ian Read		Providing more school places	Pat Watson/Anne Canning	1	Possible				Press release and pix
February	Healthy Families event	ESCW	Ian Read		Promoting our services	Denise Hickford	2					Press release and pix
February	Holiday playscheme brochure	ESCW	Ian Read		Promoting our services	Jenny Quiller	2				Producing brochure	
February	Healthy Schools sessions posters	ESCW	Ian Read		Promoting our services	Sultana Begum	2				Producing 5 different posters	
Late Jan/feb	Relaunch of food and garden waste collection	CLC	Sarah	Public Realm	Highlight the relaunched food and garden waste collection service, easy to use, reduces landfill etc.	Jamie Blake	A great place to live					Media release to local and BME media
Late Jan/feb	Brick Lane Arches	CLC	Shalina	Arts & Events	Construction to begin on the Brick Lane arches	Shazia Hussain	A great place to live					Media release to local and BME media
1.02.16	Holocaust Memorial Day Inter Faith service - Feb 1 at Nelson Street Synagogue	CLC	Shalina	Arts and Events	Promoting HMD events taking place in the borough and post event write up on the service.	Stephen Murray	A great place to live	Yes				Media release to local and BME media
Feb	LGBT History Month Listing of events, general message about LGBT equality, contribution from	LPG	Susan Mulligan		Equalities	Louise Russell						Local and social media Intranet
Feb	Preparing for the elections	LPG	Susan Mulligan		Elections	John Williams						Local and social media Intranet
Feb	Budget Consultation	LPG	Susan Mulligan		Budget Congress	Chris Holme					Presentation at Idea Stores	Local and social media Intranet
Feb	Produce Annual Council Tax Booklet	LPG	Susan Mulligan		Stat Duty to provide Information	Chris Holme					TBC	Intranet / Internet
Feb	Annual Residents Survey	LPG	Susan Mulligan		Consultation about resident priorities	Louise Russell						Local and social media Intranet
Feb	Feedback about budget consultation to date	LPG	Susan Mulligan		Resident engagement	Louise Russell						Local and social media Intranet
Feb	Media invitations to council meetings	LPG	Susan Mulligan		Transparency	John Williams						Internet / Media invite
Feb 2015 - Sept 2016	Disability Awareness	LPG	Susan Mulligan		Breaking down negative perceptions of disabilities in the borough	Corinne Hargreaves and key partners in the borough					Programme of engagement	Local, social and regional media Intranet
Feb 2015 - Sept 2016	Reaching migrants in Health	LPG	Susan Mulligan		Developing policy to engage migrants	Louise Russell and key partners in the borough					Posters, flyers, video (tbc)	Local and social media
Feb	Promotion of anti fraud work	Resources	Susan Mulligan		Savings	Chris Holme						Local media./ social media Internet / intranet
Feb	Benefits - part of Get Online campaign	Resources	Susan Mulligan		Positive messages about the council	Minesh Jani						Local media./ social media Intranet

Feb	Council tax Booklet	Resources	Susan Mulligan		Digital Inclusion	Steve Hill					Local media./ social media	Intranet
Feb	Transformation	Resources	Susan Mulligan		Transparancy	Chris Holme				TBC		Internet
Feb	Disability awareness campaign	Resources	Susan Mulligan		Savings	Chris Holme					Local media./ social media	Internet / intranet
2.02.15	ARS Feature on parks - events overview and capital investment	CLC	Shalina	Parks	Overview of capital investment programme in parks and events for 2015	Stephen Murray	A great place to live	No			Media release to local and BME media	
02.02.15	ARS Street inspectors	CLC	Sarah	Public Realm	Focus on pot holes inspectors, keeping the borough's roads safe	Jamie Blake	A great place to live	Yes			Media release to local and BME media	
02.02.15	ARS Victoria Park maintenance team	CLC	Sarah	Public Realm	Look at the work done by the maintenance team in Vicky Park. Link to best park of the year	Jamie Blake	A great place to live	Yes			Media release to local and BME media	
04.02.15	Whitechapel new civic hub	D&R	Sam Gough	Asset Management	Regeneration of Whitechapel	Gavin Wilson	A great place to live	Yes	N/A	Web banner	Media release to local, regional and BME media. Social media	Intranet, TH Now
04.02.15	ARS Idea Store achievements	CLC	Shalina	Idea Stores		Sergio Dogliani	A great place to live	No			Media release to local and BME media	
05.02.15	Gransnet (post event)	CLC	Shalina	Idea Stores	Getting older people online	Judith St John	A great place to live				Media release to local and BME media	
05.02.15	Time to Talk	PH	Anna	Mental Health	Mental health awareness Time to Change awareness day	Afia Khatun	A safe and supportive community	No				
05.02.15	Holocaust Memorial Day (post event)	CLC	Shalina	Arts, Parks & Event	One Tower Hamlets	Stephen Murray	A great place to live	Yes			Media release to local and BME media	
06.02.15	FGM Conference	CLC	Stefan Swift	Violence Against Women and Girls	Working together to eradicate FGM in LBTH	Foiona Dwyer	A safe and supportive community	Yes				
09.02.15	Safer, Cleaner, Greener page	CLC	Sarah/Stefan		Dedicated page in EEL to Community Safety and Public Realm stories		A safe and supportive community great place to live	A				
10.02.15	Get Your Skates On Event	CLC	Shalina	Sports and Physical Activities Team,	Pre piece on community sports fun day on Feb 18 at Bethnal Green Gardens	Lisa Pottinger	A great place to live	Yes		Posters and flyers	Media release to local and BME media	
13.02.15	Ward surgery and walkabout	CLC	Stefan Swift	Community Safety	Promotion of latest community safety ward surgery and walkabout	Shalina Akhtar	A safe and supportive community	Yes		Web banner	Social media	
12.02.15	Half Term Events	CLC	Shalina	Arts, Parks & Events, Sports & Physical Activities Team	Promoting the range of free half term events taking place in the borough.	Stephen Murray & Lisa Pottinger	A great place to live	Yes		Web banner, posters and flyers	Media release to local and BME media	
14.02.15	Valentine's Day	PH	Anna	Sexual health	Sexual Health awareness	Jackie Francis	A safe and supportive community	No				
16.02.15	Media Invite - Martyrs' Day	CLC	Shalina	Arts, Parks & Events	Marking the annual Martyrs' Day event at Altab Ali Park.	Alison Denning	A great place to live	Yes	N/A		Media release to local and BME media	
16.02.15	Media Invite - International Language Day	CLC	Shalina	Community Languages Team	Celebrating the right for people to speak their mother tongue with a cultural celebration.	Showkat Khan	A great place to live	Yes	N/A		Media release to local and BME media	
18.02.15	1000s into employment	D&R	Sam Gough	Enterprise and employment	Supporting local residents into employment	Andy Scott		No	N/A	N/A	Media release to local media. Social media.	
19.02.15	Get Your Skates On Event (post event)	CLC	Shalina	Sports and Physical Activities Team	Post event write up on the community fun day	Lisa Pottinger	A great place to live	No			Media release to local and BME media	
21.02.15	Martyr's Day Event at Altab Ali park	CLC	Shalina	Arts and Events	Annual event to pay homage to the many people who died in East Pakistan to ensure the Bengali	Stephen Murray	A great place to live	Yes			Media release to local and BME media	
24.02.15	FFHA	PH	Anna	Healthy food	Award presentation along with workshops	Abi Gilbert	A great place to live	Yes				
24.02.15	International Language Day Event from 4-7pm at York Hall	CLC	Shalina	Community Languages Team	Annual event to mark international language day with an afternoon of culture - singing, dancing, poetry	Showkat Khan	A great place to live	Yes			Media release to local and BME media	
Late February (TBC)	Crossrail 2 lobbying (in conjunction with Hackney Council and other East London Councils)	D&R	Sam Gough	Planning & Building Control	Improved transport and boosting local economy	Richard Finch	A great place to live	No			Statement included in Hackney's press release. Social media	Intranet
25.02.15	THAMES KS3 Vocal Day	ESCW	Stefan Swift		Promoting our services	Karen Brock / Hayley Cook		Yes				
Late February (TBC)	Healthy Housing project launch	CLC	Stefan Swift	Safer Communities	Media launch of healthy housing project. App developed. Joint project with Age UK	Andy Bamber		Yes			Media release to local and BME media	

Late February (TBC)	Henry Moore Sculpture auction	CLC	Shalina	Arts, Parks and Events	Crisis management of sensitive sale. Promotion of key messages - monies raised from the auction will go into services	Shazia Hussain	A great place to live	No			Media release to national, regional, trade, local and BME media	
27.02.15	Skillsmatch launched in Idea Stores in Crisp Street and Whitechapel	D&R	Sam Gough	Enterprise and employment	Skillsmatch launching in Idea Stores; supporting local people into work	Banu Chada		Yes		Web banner. Posters and flyers	Media release to local media. Social media.	Intranet
27.02.15	CSS column	CLC	Stefan Swift	Community Safety			A safe and supportive community					
MARCH												
March (TBC)	Child Sexual Exploitation review published	ESCW	Ian Read		Safeguarding children	Monawara Bakht	1				Press release (poss)	Intranet
March (TBC)	Tower Hamlets Enforcement Officers (THEOs) Fifth Anniversary	CLC	Stefan Swift	Community Safety	Event to promote long serving THEOs by awarding certificates	Phil Gospage	Safe and supportive	Yes			Media invite to event and release to local and BME media	Intranet
March (TBC)	Launch of Selective Private Sector Housing Landlords consultation	CLC	Stefan Swift	CSS	The council is looking to licence private landlords. Tell us what you think of the proposals	David Tolley	Safe and supportive	Yes (and CM for housing development)	online questionnaire and web pages	Advert in EEL	Media release to local and BME media	
March	Transformation	Resources	Susan Mulligan		Equalities	Corinne Hargreaves					Local media./ social media	Intranet
01.03.15	Launching the Taste Brick Lane month	D&R	Sam Gough	Enterprise and employment	Supporting the local business community	John Hoang	A great place to live	Yes		Marketing across the borough. Web banner throughout the month.	Press release to local and regional media. Tonnes of social media	Intranet
March (date TBC)	Muslim adoption campaign for older children	ESCW	Ian Read		Expanding our pool of adopters	Vicky Seyforth	1	Possible		Producing a TV advert	Press release and offering interviews with case studies	Intranet and bulletins
March	Child Rights Charter - one year on (POSS)	ESCW	Ian Read		Promoting our progress in improving child rights	Anthony Walters/Wesley Hedger	2				Press release	
March	Healthy Lives e-newsletter	ESCW	Ian Read		Promoting our success	Sultana Begum	2			Producing the e-newsletter		
Spring term (TBC)	Formal opening of Woolmore Primary	ESCW	Ian Read		Providing new school places	Pat Watson/Anne Canning	1	Yes			Press release and media event	
March	Preparing for the elections	LPG	Susan Mulligan		Elections	John Williams					Local and social media	Intranet
March	Media invitations to council meetings	LPG	Susan Mulligan		Transparency	John Williams						Internet / Media invite
Mar	Promotion of anti fraud work	Resources	Susan Mulligan		Savings	Chris Holme					Local media./ social media	Internet / intranet
Mar	Benefits - part of Get Online campaign	Resources	Susan Mulligan		Positive messages about the council	Minesh Jani					Local media./ social media	Intranet
Mar	Disability awareness campaign	Resources	Susan Mulligan		Digital Inclusion	Steve Hill					Local media./ social media	Intranet
March	Campaign around homelessness - positive case studies	D&R	Sam Gough		Housing	Colin Cormack	Homelessness		N/A	TBC - borough-wide marketing	Local media	TH Now
02.03.15	Secondary schools admissions	ESCW	Ian Read		Promoting our success	Terry Bryan	1				Press release	
03.03.15	THAMES Guitars / Primary Strings / Woodwind days	ESCW	Stefan Swift		Promoting our services	Karen Brock / Hayley Cook						
08.03.15	International Womens Day & Women's History Month	CLC	Shalina	Arts and Events	Promoting the free events to mark the national day and month		A great place to live	Yes			Media release to local and BME media	
09.03.15	Safer, Cleaner, Greener page	CLC	Sarah/Stefan		Dedicated page in EEL to Community Safety and Public Realm stories		A safe and supportive community great place to live	A				
10.03.15	THAMES Oompah Spectaculoh Brass Day 2	ESCW	Stefan Swift		Promoting our success	Karen Brock / Hayley Cook		Yes			Press release	
March tbc	Cutting East Festival	CLC	Shalina	Arts & Events	High profile film festival produced by young people in the borough	Stephen Murray	A great place to live				Media release to local and BME media	
11.03.15	Parenting conference	ESCW	Ian Read		Helping families	Jill McGinley	2			Invitation will need producing	Press release and pix	
13.03.15	Ward surgery and walkabout	CLC	Stefan Swift	Community Safety	Promotion of latest community safety ward surgery and walkabout	Shalina Akhtar	A safe and supportive community	Yes		Web banner	Social media	
18.03.15	Launch of Bigland Children's Centre	ESCW	Stefan Swift		Opening of the new children's centre	Carol Law		Yes		Web banner	Press release and photo to local and BME media	

18.03.15	THAMES Awards Orchestra Day	ESCW	Stefan Swift		Promoting our success	Karen Brock / Hayley Cook						
19.03.15	Third Party Reporting conference	CLC	Stefan Swift	Community Safety	Conference for residents and centres trained to help victims who have suffered from domestic abuse	Benedicta Dikeocha	Safe and supportive	Yes			Pre and Post media release to local and BME media	
19.03.15	THAMES Battle of the Bands	ESCW	Stefan Swift		Promoting our success			Yes			Press release	
20.03.15	Children's services column	ESCW	Ian Read		Promoting our success	Robert McCulloch-Graham	2					
21.03.15	THAMES SMC Spring Concert	ESCW	Stefan Swift		Promoting our success	Karen Brock / Hayley Cook						
24.03.15	THAMES KS2 Vocal Day	ESCW	Stefan Swift		Promoting our services	Karen Brock / Hayley Cook						
25.03.15	Well London	PH	Anna	Public Health	Well London celebration of how the funding has transformed local communities	Brenda Scotland	A great place to live	Yes				
27.03.15	THAMES Tower Hamlets Youth Orchestra course	ESCW	Stefan Swift		Promoting our services	Karen Brock / Hayley Cook	A great place to live				Press release	
27.03.15	Ward surgery and walkabout	CLC	Stefan Swift	Community Safety	Promotion of latest community safety ward surgery and walkabout	Shalina Akhtar	A safe and supportive community	Yes		Web banner	Social media	
End of March / early April TBC	Watts Grove groundbreaking ceremony	D&R	Sam Gough	Strategy, regeneration and renewal	Affordable council housing	Ann Sutcliffe	A great place to live	Yes			Press release and social media	
30.03.15	Holiday playscheme	ESCW	Ian Read		Celebrating our services	Jenny Quiller	2				Press release	
APRIL												
April	Holiday playscheme	ESCW	Ian Read		Promoting our success	Jenny Quiller	2				Press release	
April	Whitechapel new civic hub - further announcement	D&R	Sam Gough	Strategy, regeneration and renewal	Supporting local economy	Ann Sutcliffe & Duncan Brown	A great place to live	Yes			Press release	Internal communications
April	Foster carers recruitment campaign	ESCW	Ian Read		Increasing our pool of foster carers	Vicky Seyforth	1	Yes		Producing on-street ads	Press release	Intranet and bulletins
April	Preparing for the elections - information for residents; information for media attending the count	LPG	Susan Mulligan		Elections	John Williams					Local and social media	Intranet
April	Media invitations to council meetings	LPG	Susan Mulligan		Transparency	John Williams						Internet / Media invite
01.04.15	Easter Community Events - VP on 1.04.15	CLC	Shalina	Parks	Promoting free Easter events taking place in Victoria Park and Mile End Park	Stephen Murray	A great place to live				Media release to local and BME media	
06.04.15	Safer, Cleaner, Greener page	CLC	Sarah/Stefan		Dedicated page in EEL to Community Safety and Public		A safe and supportive community	A				
10.04.15	Ward surgery and walkabout	CLC	Stefan Swift	Community Safety	Promotion of latest community safety ward surgery and walkabout	Shalina Akhtar	A safe and supportive community	Yes		Web banner	Social media	
16.04.15	Primary schools admissions	ESCW	Ian Read		Promoting our success	Terry Bryan	1				Press release	
20.04.15	St George's Day celebrations	CLC	Shalina	Arts & Events			A great place to live				Media release to local and BME media	
24.04.15	Ward surgery and walkabout	CLC	Stefan Swift	Community Safety	Promotion of latest community safety ward surgery and walkabout	Shalina Akhtar	A safe and supportive community	Yes		Web banner	Social media / Press release to Wharf newspaper	
Apr	Promotion of anti fraud work	Resources	Susan Mulligan		Equalities	Corinne Hargreaves					Local media./ social media	Intranet
Apr	Benefits - part of Get Online campaign	Resources	Susan Mulligan		Positive messages about the council	Minesh Jani					Local media./ social media	Intranet
Apr	Disability awareness campaign	Resources	Susan Mulligan		Digital Inclusion	Steve Hill					Local media./ social media	Intranet
Apr	Transformation	Resources	Susan Mulligan		Equalities	Corinne Hargreaves					Local media./ social media	Intranet
MAY												

May	Promotion of anti fraud work	Resources	Susan Mulligan		Savings	Chris Holme					Local media./ social media	Internet / intranet
May	Nursery admissions outcomes - first time handled by schools	ESCW	Ian Read		Promoting our success	Terry Bryan	1	Yes			Press release	
May	Healthy Lives celebration event	ESCW	Ian Read		Celebrating our success	Sultana Begum	2	Yes		Producing the invite	Press release	
May	House builders developer's forum	D&R	Sam Gough		TBC	Owen Whalley	Planning		TBC	TBC	TBC	TBC
01.05.15	Medicine for the Soul Month at Idea Stores	CLC	Shalina	Idea Stores	Initiative to encourage mental and physical wellbeing	Judith St John	A great place to live				Media release to local and BME media	
07.05.15	Mayor's Cup	CLC	Shalina	Sports and Physical Activities Team	Football tournament encouraging all sections of the community to take part	Lisa Pottinger	A great place to live	Yes			Media release to local and BME media	
08.05.15	Children's services column	ESCW	Ian Read		Promoting our success	Robert McCulloch-Graham	2					
11.05.15	Mental Health Awareness Week	PH	Anna Wilson		National annual campaign that is this year focusing on anxiety	Nicky Donnelly			Local outreach stalls and workshops across Idea Stores, stall at MP		Media release	Intranet, member's bulletin
15.05.15	Ward surgery and walkabout	CLC	Stefan Swift	Community Safety	Promotion of latest community safety ward surgery and walkabout	Shalina Akhtar	A safe and supportive community	Yes		Web banner	Social media	
May tbc	May Half Term Events	CLC		Arts & Events/Sports & Physical activities Team/Idea Stores	Promoting half term events							
17.05.15	International Day Against Homophobia, (Biphobia) and Transphobia (IDAHO)	LPG	Susan Mulligan		Equalities	Louise Russell					Local and social media	Intranet
22.05.15	Ward surgery and walkabout	CLC	Stefan Swift	Community Safety	Promotion of latest community safety ward surgery and walkabout	Shalina Akhtar	A safe and supportive community	Yes		Web banner	Social media	
29.05.15	FIS article for Pan European Networks	ESCW	Ian Read		Promoting our services	Nikki Bradley	3			Approving the article		
May tbc	Topping out ceremony for Blackwall Reach phase 1	D&R	Sam Gough		Promote phase 1 completion of Blackwall Reach	Jackie Odunoye	Regeneration, housing		N/A	N/A	Media to be invited to topping out ceremony	TH Now
May	Benefits - part of Get Online campaign	Resources	Susan Mulligan		Positive messages about the council	Minesh Jani					Local media./ social media	Intranet
May	Preparing for the elections; make sure you vote; local polling stations; the elections process; details about all	LPG	Susan Mulligan		Elections	John Williams					Local and social media	Intranet
May	Media invitations to council meetings	LPG	Susan Mulligan		Transparency	John Williams						Internet / Media invite
May	Disability awareness campaign	Resources	Susan Mulligan		Digital Inclusion	Steve Hill					Local media./ social media	Intranet
May tbc	Opening of mosque on Blackwall Reach phase 1a	D&R	Sam Gough	Corporate property and capital	Regeneration of Blackwall; building new houses	Robin Sager	A great place to live	Yes	N/A	Web banner	Media release to local, regional, BME and trade media. Social media	Intranet
JUNE												
June	Promotion of anti fraud work	Resources	Susan Mulligan		Savings	Chris Holme					Local media./ social media	Internet / intranet
June	Benefits - part of Get Online campaign	Resources	Susan Mulligan		Positive messages about the council	Minesh Jani					Local media./ social media	Intranet
June	Disability awareness campaign	Resources	Susan Mulligan		Digital Inclusion	Steve Hill					Local media./ social media	Intranet
June	Transformation	Resources	Susan Mulligan		Equalities	Corinne Hargreaves					Local media./ social media	Intranet
01.06.15	National Fostering Fortnight	ESCW	Ian Read		Enhancing our pool of foster carers	Vicky Seyforth	2				Press release	
June	Healthy Lives e-newsletter	ESCW	Ian Read		Promoting our success	Sultana Begum	2			Producing the e-newsletter		
June	Media invitations to council meetings	LPG	Susan Mulligan		Transparency	John Williams						Internet / Media invite
June	Coverage of Gay Pride in London, tied in with local events happening around the borough.	LPG	Susan Mulligan		Equalities	Louise Russell					Local and social media	Intranet

03.06.15	THAMES Awards Orchestra Day	ESCW	Stefan Swift		Celebrating our success	Karen Brock / Hayley Cook		Yes			
05.06.15	Ward surgery and walkabout	CLC	Stefan Swift	Community Safety	Promotion of latest community safety ward surgery and walkabout	Shalina Akhtar	A safe and supportive community	Yes	Web banner	Social media	
05.06.15	CSS column	CLC	Stefan Swift	Community Safety			A safe and supportive community				
08.06.15	Diabetes Awareness Week	PH	Anna Wilson								
09.06.15	THAMES Oompah Spectacular Brass Day 3	ESCW	Stefan Swift		Promoting our success	Karen Brock / Hayley Cook		Yes			
10.06.15	THAMES Spitalfields Platform	ESCW	Stefan Swift		Promoting our success	Karen Brock / Hayley Cook		Yes			
11.06.15	THAMES Woodwind Day	ESCW	Stefan Swift		Promoting our success	Karen Brock / Hayley Cook		Yes			
16.06.15	THAMES Guitars Day	ESCW	Stefan Swift		Promoting our success	Karen Brock / Hayley Cook		Yes			
June tbc	Tower Hamlets in Bloom gardening competition	CLC	Shalina	Parks	Call for submissions for the competition to encourage people to brighten up the borough and make	Stephen Murray	A great place to live			Media release to local and BME media	
June tbc	Summer Activities	CLC		Parks, Sports & Physical Activities & Idea Stores	Promoting free activities over the summer holidays						
June tbc	Summer Reading Challenge	CLC		Idea Stores	Promoting the summer reading challenge encouraging children and young people to read six or more						
19.06.15	Ward surgery and walkabout	CLC	Stefan Swift	Community Safety	Promotion of all community safety ward surgeries and walkabouts - feature highlighting all 20 events	Shalina Akhtar	A safe and supportive community	Yes	Web banner	Social media / press release after the event to all media	
24.06.15	THAMES Strings Day 3	ESCW	Stefan Swift		Promoting our success	Karen Brock / Hayley Cook		Yes			
25.06.15	THAMES KS2 + KS3 Vocal Day and Concert	ESCW	Stefan Swift		Celebrating our success	Karen Brock / Hayley Cook		Yes		Press release, media invite and social media	
26.06.15	Children's services column	ESCW	Ian Read		Promoting our success	Robert McCulloch-Graham	2				
26.06.15	Early Years Conference	ESCW	Stefan Swift		Promoting our success	Pauline Hoare / Monica Forty		Yes		Press release, media invite and social media	Members and Managers Briefing
JULY											
July 1, 2015	THAMES Celebration Concert	ESCW	Stefan Swift		Celebrating our success	Karen Brock / Hayley Cook		Yes		Press release, media invite and social media	
July (date TBC)	Holiday playscheme	ESCW	Ian Read		Promoting our success	Jill McGinley	2	Yes		Press release	
July	Mayor's Education Award	ESCW	Ian Read		Encouraging young people to stay in school	Di Warne	1	Yes	Promote on the Idea Stores screens	Case studies and launch event	Intranet and bulletins
July	Media invitations to council meetings	LPG	Susan Mulligan		Transparency	John Williams					Internet / Media invite
11.07.15	THAMES Summer SMC Concert	ESCW	Stefan Swift		Celebrating our success	Karen Brock / Hayley Cook		Yes		Press release, media invite and social media	
24.07.15	CSS column	CLC	Stefan Swift	Community Safety			A safe and supportive community				
Jul	Promotion of anti fraud work	Resources	Susan Mulligan		Savings	Chris Holme				Local media./ social media	Internet / intranet
Jul	Benefits - part of Get Online campaign	Resources	Susan Mulligan		Positive messages about the council	Minesh Jani				Local media./ social media	Intranet
Jul	Disability awareness campaign	Resources	Susan Mulligan		Digital Inclusion	Steve Hill				Local media./ social media	Intranet
July	Transformation	Resources	Susan Mulligan		Equalities	Corinne Hargreaves				Local media./ social media	Intranet
AUGUST											
Aug	Promotion of anti fraud work	Resources	Susan Mulligan		Savings	Chris Holme				Local media./ social media	Internet / intranet

Aug	Benefits - part of Get Online campaign	Resources	Susan Mulligan		Positive messages about the council	Minesh Jani					Local media/ social media	Intranet
Aug	Stonewall Workplace Equality Index Publicise result of Stonewall WEI 2015. Remind people of benefits for LGBT	LPG	Susan Mulligan		Equalities	Louise Russell					Local and social media	Intranet
Aug	Disability awareness campaign	Resources	Susan Mulligan		Digital Inclusion	Steve Hill					Local media./ social media	Intranet
Aug	Transformation	Resources	Susan Mulligan		Equalities	Corinne Hargreaves					Local media./ social media	Intranet
August tbc	Season of Bangla Drama - call for submissions	CLC	Shalina	Arts & Events	Residents have the chance to create their own drama, dance or exhibition for A Season of Bangla	Stephen Murray	A great place to live	No			Media release to local and BME media	
August	Secondary schools prospectus	ESCW	Ian Read		Promoting schools	Kelly Mack	1			Producing and distributing the prospectus	Press release promoting the application deadlines	
7.08.15	FIS article for Pan European Networks	ESCW	Ian Read		Promoting our services	Nikki Bradley	3			Approving the article		
13.08.15	A-level results	ESCW	Ian Read		Promoting schools' success	Di Warne	1	Yes			Press release and event	
14.08.15	Children's services column	ESCW	Ian Read		Promoting our success	Robert McCulloch-Graham	2					
TBC	Annual Performance report for residents	LPG	John McDermott	Communciations	Demonstrating accountability and transparency	TBC	Statutory reporting duty				Local media / EEL/ digital	All channels
20.08.15	GCSE results	ESCW	Ian Read		Promoting schools' success	Di Warne	1	Yes			Press release and event	
SEPTEMBER												
September	Free schools meals - one year on	ESCW	Ian Read		Healthier pupils	Michael Hales	1	Yes			Interview opp offer for media; press release	
September	Mayor's Higher Education Award	ESCW	Ian Read		Encouraging students into university	Di Warne	1	Yes		Promote on the Idea Stores screens; write to headteachers	Case studies and launch event	Intranet and bulletins
September	Primary schools prospectus	ESCW	Ian Read		Promoting schools	Adam Ahmad	1			Producing and distributing the prospectus	See above	
Sept	Stonewall Workplace Equality Index Publicise result of Stonewall WEI 2015. Remind people of benefits for LGBT	LPG	Susan Mulligan		Equalities	Louise Russell					Local and social media	Intranet
Sep	Promotion of anti fraud work	Resources	Susan Mulligan		Savings	Chris Holme					Local media./ social media	Internet / intranet
Sep	Benefits - part of Get Online campaign	Resources	Susan Mulligan		Positive messages about the council	Minesh Jani					Local media./ social media	Intranet
Sep	Disability awareness campaign	Resources	Susan Mulligan		Digital Inclusion	Steve Hill					Local media./ social media	Intranet
Sep	Transformation	Resources	Susan Mulligan		Equalities	Corinne Hargreaves					Local media./ social media	Intranet
11.09.15	CSS column	CLC	Stefan Swift	Community Safety			A safe and supportive community					
15 -21 Sept	Sexual Health Week	PH	Anna Wilson		Health awareness and sign posting to services, with a national focus on emergency contraception	Reha Begum						
OCTOBER												
October	Mayor's Business Forum	D&R	Sam Gough		Supporting local economy	Lucy Collins	Economic Development		N/A	Across borough marketing	Local and regional media	TH Now
1.10.15	Black History Month	CLC	Shalina	Arts, Parks & Events								
02.10.15	Children's services column	ESCW	Ian Read		Promoting our success	Robert McCulloch-Graham	2					
TBC	Somali Week Festival	CLC	Shalina	Arts, Parks & Events								
TBC	Halloween Events	CLC	Shalina	Arts, Parks & Events								

TBC	Best Value Plan Progress	LPG	John McDermott	Communications	Progress against agreed targets	Louise Russell					Trades	Manager's briefing / TH Now
30.10.15	CSS column	CLC	Stefan Swift	Community Safety			A safe and supportive community					
NOVEMBER												
November (date TBC)	National Adoption Week	ESCW	Ian Read		Enhancing our pool of adopters	Vicky Seyforth	1				Press release and case study interview opp	Intranet and bulletins
November	Healthy Lives e-newsletter	ESCW	Ian Read		Promoting our success	Sultana Begum	2			Producing the e-newsletter		
November	Mayor's Education Achievement Ceremony	ESCW	Ian Read		Promoting schools' success	Di Warne	1	Yes			Media invite and post-event press release	
1.11.15	Season of Bangla Drama	CLC	Shalina	Arts & Events								
Nov	Bi Visibility Day Bisexual community has been less visible than gay and lesbian	LPG	Susan Mulligan		Equalities	Louise Russell					Local and social media	Intranet
Nov	Bi Visibility Day Bisexual community has been less visible than gay and lesbian	LPG	Susan Mulligan		Equalities	Louise Russell					Local and social media	Intranet
Nov tbc	Witteidea Festival	Idea Stores	Shalina	Idea Stores	East London's premier reading festival	Judith St John	A great place to live	Yes			Media invite and release to national, regional, trade, local and BME media.	
17.11.15	Alcohol Awareness Week	PH	Anna Wilson		Annual campaign that aims to raise awareness of alcohol harms and sign post to services	Jill Goddard		N			Media release, council website	Member's bulletin, CCG newsletter
20.11.15	Children's services column	ESCW	Ian Read		Promoting our success	Robert McCulloch-Graham	2					
22.11.15	National HIV Testing Week	PH	Anna		Annual campaign that aims to raise awareness of importance of free testing of HIV	Jackie Francis		Y			Media release, council website, Twitter	Member's bulletin, CCG newsletter
25.11.15	White Ribbon Campaign Launch	CLC	Stefan Swift	Community Safety	Round-up of upcoming activities taking place for the White Ribbon Campaign / 16 Days of Action	Serita Georges	Safe and supportive	Yes			Media release to local and BME media	
DECEMBER												
December	Primary school exam results	ESCW	Ian Read		Promoting our success	Monica Forty	1	Yes			Press release	
December	Mayor's Xmas card design comp	ESCW	Ian Read		Maintaining community relations	Gulshan Begum	2	Yes		Producing the card	Press release	
December	ESCW Xmas card	ESCW	Ian Read		Maintaining community relations	Asma Mushtaq	2			Producing the card		
December	Small Business Saturday & #shoptowerhamlets campaign	D&R	Sam Gough		Supporting local economy	Maria Gerring	Economic Development		N/A	Across borough marketing & publications	Local media	N/A
1.12.15	International Day for Disabled People	CLC	Shalina	Sports and Physical Activities Team	Promoting activities hosted by culture to mark the national day							
Dec 2015 - Dec 2016	Early Years Campaign - Learning 2 (with Dept of Education)	LPG	Susan Mulligan		Promoting free childcare places in the borough; service excellence	Jo Green				Adverts/ JC Decaux / postcards/ wrap	Local and social media / trade	Intranet
December - September 20-16	Welfare Reform - Universal Credit in partnership with DWP	LPG	Susan Mulligan		Preparing residents for welfare changes	Louise Russell				Social media and local print media campaign	Local media	
December - September 20-16	Digital Inclusion Campaign	LPG	Susan Mulligan		Improving digital inclusion in the borough	Louise Russell and key partners in the borough				Online portal, toolkit, development of communications strategy to	Local and social media / trade	Intranet
December - September 20-16	Your Borough Your Voice	LPG	Susan Mulligan		Savings in the borough and ongoing budget consultation	Louise Russell				Marketing materials; use of interactive budget software	Local and social media / trade	Intranet
December - September 20-16	Financial Inclusion	LPG	Susan Mulligan		Promotion of support for people facing debt, financial issues and preparation for Universal Credit	Louise Russell and key partners in the borough					local and social media	Intranet
01.12.15	World AIDS Day	PH	Anna		National Day raising awareness of AIDS - local testing info promoted during HIV Testing Week	Jackie Francis		N				
Mid-Dec	Stop smoking for New Year	PH	Anna		Campaign focusing on one of the biggest resolutions, encouraging people to stop smoking	Jane Stephenson-Glynn		Y	Photocall			
JANUARY 2016												

TBC	Arts apprenticeships event	D&R			Event to promote successful arts and creative apprenticeships given out	Andy Scott	Jobs		N/A	N/A		Media invite and post event release issued to local and BME media	N/A
TBC	Ocean Estate - newly moved in residents (D&R have advised to hold on this until a request from the Mayor's	D&R			Presentation of new homes hampers to residents - to be attended by Mayor and Cllr Khan	Jackie Odunoye	Regeneration		N/A	N/A		Media invited and post event release to be issued to local and BME media	Article in TH Now and Members' Bulletin
TBC	Malmesbury Estate - may get planning permission	D&R	Sam Gough		TBC	TBC	Planning		TBC	TBC		TBC	TBC
TBC	Decent Homes - 3,000th home started/completed	D&R	Sam Gough		TBC	Jackie Odunoye	Regen		TBC	TBC		TBC	TBC
TBC	Decent Homes - starting events and completion parties	D&R	Sam Gough		TBC	TBC	Regen		TBC	TBC		TBC	TBC
TBC	THH launch of enquiry into ageing	D&R	Sam Gough		TBC	TBC	Housing		TBC	TBC		TBC	TBC
TBC	CS3 consultation	CLC	Sarah	Public Realm	next round of consultation on CS3 from TIL	Jamie Blake	a great place to live						
TBC	Launch of Prostitution policy	CLC	Stefan Swift	Community Safety	AWAITING FURTHER INFO	Sharmeen Narayan/Sultana Hussain	A safe and cohesive community					Media release to local and BME media	
TBC	Gypsy and Traveller site Launch in Bow	CLC	Stefan Swift	Community Safety	AWAITING FURTHER INFO	Andrew Weaver	Safe and supportive	Yes				Media release to local and BME media	
TBC	Knife Crime down	CLC	Stefan Swift	Community Safety	AWAITING FURTHER INFO	Colin Hewitt	Safe and supportive					Media release to local and BME media	
TBC	Colstead and Melwood House Car parks	CLC	Stefan Swift	Community Safety	Before and after photos of lighting improvement works	Peter Allnutt	Safe and supportive					Media release to local and BME media	
TBC	ARS Parking survey	CLC	Sarah	Public Realm	We're listening to your concerns on parking. Awaiting further information	Jamie Blake	A great place to live					Media release to local and BME media	
TBC	ARS Mobility team	CLC	Sarah	Public Realm	Round up of awards the parks service has won in last 12 months	Jamie Blake	A great place to live	Yes				Media release to local and BME media	
TBC	Final TYS NEET Event	CLC	Raju		Posters/ Flyers, Banners, Adverts	Saddique Ahmed	Youth Employment, NEET & Engagement		Reduce NEET and Vulnerability in TH	Yes		TBC	
TBC	Police Public Attitudes Survey	CLC	Stefan Swift	Community Safety	Links to ARS and perception of crime being reduced amongst residents in LBTH	Colin Hewitt	A safe and supportive community	Yes				Media release to local and BME media	
TBC	February Half term events	CLC		Sports and Physical Activities Team arts & Events/Idea Stores									
tb	Mayor's Cup	CLC	Shalina	Sports and Physical Activities Team	Promoting the community football tournament. Heats on April 11, 12 & 18. Finals day on April 19.	Shazia Hussain	A great place to live	Yes			Mayor's Cup Brochure	Media release to local and BME media	
TBC	Love Your Local Market Week	CLC		Community Safety	A fortnight celebrating markets in the borough								
TBC	Cutting East Festival	CLC	Shalina	Arts & Events	High profile film festival produced by young people in the borough	Stephen Murray	A great place to live					Media release to local and BME media	
TBC	Season of Bangla Drama - call for submissions	CLC	Shalina	Arts & Events	Residents have the chance to create their own drama, dance or exhibition for A Season of Bangla	Stephen Murray	A great place to live	No				Media release to local and BME media	
TBC	May Half Term Events	CLC		Arts & Events/Sports & Physical activities Team/Idea Stores	Promoting half term events								
TBC	Tower Hamlets in Bloom gardening competition	CLC	Shalina	Parks	Call for submissions for the competition to encourage people to brighten up the borough and make	Stephen Murray	A great place to live					Media release to local and BME media	
TBC	Summer Activities	CLC		Parks, Sports & Physical Activities & Idea Stores	Promoting free activities over the summer holidays								
TBC	Summer Reading Challenge	CLC		Idea Stores	Promoting the summer reading challenge encouraging children and young people to read six or more								
TBC	Summer Night Lights	CLC	Stefan Swift	Community Safety	Promoting the second year of outdoor activities aimed at young people to stop youth violence and	Emily Fieran-Reed	A safe and supportive community	Yes			Web banner	Media release to local and BME media / social media	
tb	Launch of Brick Lane arches	CLC		Arts & Events	Unveiling of the Brick Lane arches	Shazia Hussain		Yes					
TBC	Disability Awareness Day in Victoria Park	CLC		Parks									
TBC	Accessible travel event	CLC		Public Realm									
TBC	Somali Week Festival	CLC		Arts & Events									

TBC	Halloween Events	CLC		Arts & Events & Parks					
TBC	Hate Crime Awareness Week	CLC		Community Safety	Council activities as part of the national campaign	Lucy Allwright			Media release to local and BME media
TBC	Better Over 50s Games	CLC		Sports and Physical Activities Team	Promoting the council's Young@Heart scheme				
TBC	Fireworks celebrations	CLC		Arts & Events					
TBC	Writeidea Festival	CLC		Idea stores					
TBC	Christmas tea dances for older people	CLC		Arts & Events and Parks					
TBC	BME Stop Tobacco Project launch	PH	Anna Wilson						
TBC	National Smile Month	PH	Anna Wilson		Internal awareness raising of activity happening in schools	Tim Hole			
TBC	Dementia Awareness Week	PH	Anna Wilson		Annual national campaign: promoting local dementia services and activities	Nicky Donnelly	Local outreach stalls and workshops across Idea Stores, training for staff	Media release	Intranet, member's bulletin
TBC	Quit Tobacco Before Ramadan	PH	Anna Wilson						
TBC	National Falls Week	PH	Anna Wilson						
TBC	Stoptober	PH	Anna Wilson		National stop smoking campaign to recruit smokers into local services	Jane Stephenson-Glynn		Recruitment activities taking place all over the borough for six weeks	Member's bulletin, CCG newsletter, intranet, TH Now
TBC	Breast Cancer Awareness Month	PH	Anna Wilson						

Appendix 9b Budget overview

The proposed communications budget for **2015-16** is set out below.

Expenditure

Employees Total (salaries/fees)	£1,230,658.00
Transport-Related Expenditure Total	£2,000.00
Supplies & Services Total	£515,224.00
Third Party Payments Total	£350,212.00
Support Services Total	£456,334.00
Expenditure Total	£2,554,428.00

Income

Transfer / Recharges	£1,3205,428.00
EEL Income from external sales	£611,000.00
EEL Income from internal charging	£618,000.00
Income Total	£2,553,212

The current position

The annual communications budget is based on the previous year's real income / expenditure figures adjusted to account for, for example, savings from the Council's efficiency programme. The trend over the past five years has seen a real-terms reduction in the budget of 3-5%.

Communications spend currently falls in four main areas:

- **Corporate communications** delivered by the media, internal communications and digital teams. Associated costs are almost entirely for staffing and equipment in this area
- **Directorate communications.** Publicity budgets are currently held and segmented across individual council departments and services and principally spent on publicity activity such as print, design, marketing and advertising services. In general, the communications department are commissioned to deliver this work. This work is largely funded from services' own budgets. Initial analysis indicates that spend on design, print and publicity not delivered via East End Life or commissioned through the Communications service represented £5-700K in 2014/15.

- **East End Life (EEL)** represents a significant proportion of this budget and is planned on a cost-neutral basis. That is, the print, production, distribution and other costs of £1.2 million are matched by income from external advertising sales and internal charges for statutory notices and departmental publicity. **Statutory notices** are projected to yield **£228,000** representing **37%** of internal income or **19%** of total income generated by EEL
- **Mayor's media advisors:** The Mayor also commissions advisory support to advise him and the Cabinet on local community media including BMT and Bangladeshi media and to work with him to raise the national profile and awareness of Tower Hamlets and highlight the borough's investment and development programme. This includes training and supporting the Mayor and Cabinet Members in their roles as media spokespeople. This has been put out to tender to maximise value for money. It is envisaged that the cost for this support in 2015/16 will be £130K.

Budget review

A critical appraisal of all communications functions, resources and activities is proposed during the early part of 2015/16 as outlined in the best value plan. Improvements already planned include:

- Reviewing potential savings from increasing the digital focus of Council communications, including as alternative options for East End Life.
- Best value and cost-effective procurement driven through the council's new **print and design framework**, to be launched and embedded from April 2015. This will enable the council to strategically oversee all of its external print and design-related activity, including the estimated £5-700K currently being delivered outwith the corporate framework, and to ensure that all printed publicity and design is channelled through the Council's Communications team to ensure the output complies with procurement processes and the council's branding and communications protocols.
- All Directorate projects supported by a clear communications brief to ensure that any planned expenditure is fit for purpose in meeting the aims and objectives of the council and can be combined with other publicity projects where appropriate to reduce unnecessary print spend.

- Planning a steady reduction in the council's contribution towards its publicity and community engagement activities through the growing new and existing revenue streams from external sources.

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