

APPENDIX 1 - TRANSFORMATION AND IMPROVEMENT PLAN UPDATES

Tower Hamlets Transformation and Information Board 2019-2022



Recommendation 1 & 2

The Council now needs to grasp opportunities and drive then pace of change to achieve the potential of the place. Be forward looking and learn the lessons of the past but not be fettered by them

🌀 Actions ● 0 ▲ 0 ✔ 7

Recommendation 5

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

🌀 Actions ● 0 ▲ 0 ✔ 3

Recommendation 8

Maximise the potential, ability and enthusiasm of all members

🌀 Actions ● 0 ▲ 0 ✔ 2

Recommendation 3

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

🌀 Actions ● 0 ▲ 0 ✔ 2

Recommendation 6

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

🌀 Actions ● 0 ▲ 0 ✔ 4

Recommendations 9 & 10

Further break down silos and embed cross organisational working. Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation

🌀 Actions ● 0 ▲ 0 ✔ 6

Recommendation 4

Increase the pace of decision making and implementation by replacing bad bureaucracy whilst retaining good governance

🌀 Actions ● 0 ▲ 0 ✔ 3

Recommendation 7

Reform the services that are still traditional and paternalistic

🌀 Actions ● 0 ▲ 0 ✔ 3

Recommendation 11

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

🌀 Actions ● 0 ▲ 0 ✔ 3

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

Summary of Progress

RAG Status	Progress %	Action Code	Action Title
	<div style="border: 1px solid black; background-color: #ADD8E6; width: 70%; padding: 2px;">70%</div> Overall Progress	TIB	<i>Transformation and Improvement Board</i>

RAG Status	Progress %	Action Code	Action Title
	<div style="border: 1px solid black; background-color: #ADD8E6; width: 64%; padding: 2px;">64%</div>	R1 & R2	<i>The Council now needs to grasp opportunities and drive then pace of change to achieve the potential of the place. Be forward looking and learn the lessons of the past but not be fettered by them</i>

RAG Status	Progress %	Action Code	Action Title
	<div style="border: 1px solid black; background-color: #ADD8E6; width: 100%; padding: 2px;">100%</div>	R3	<i>Be confident and bold about the Council's ability to be normal and even strive for excellence, review its risk appetite and take account of the role of Internal Audit in managing this.</i>

RAG Status	Progress %	Action Code	Action Title
	<div style="border: 1px solid black; background-color: #ADD8E6; width: 96%; padding: 2px;">96%</div>	R4	<i>Increase the pace of decision making and implementation by replacing bad bureaucracy whilst retaining good governance</i>

RAG Status	Progress %	Action Code	Action Title
	<input type="text" value="23%"/>	R5	Address the barriers to sustainable change such as the over use of interims and agency staff, some of the practices of the Human Resources department and the problems with the ICT systems.

RAG Status	Progress %	Action Code	Action Title
	<input type="text" value="70%"/>	R6	There needs to be an unrelenting focus on the previous areas of failure including Children's Services

RAG Status	Progress %	Action Code	Action Title
	<input type="text" value="76%"/>	R7	Reform the services that are still traditional and paternalistic

RAG Status	Progress %	Action Code	Action Title
	<input type="text" value="100%"/>	R8	Maximise the potential, ability and enthusiasm of all members

RAG Status	Progress %	Action Code	Action Title
	<input type="text" value="73%"/>	R9 & R10	Further break down silos and embed cross-organisational working. Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation

RAG Status	Progress %	Action Code	Action Title
	<input type="text" value="33%"/>	R11	Maximise the advantages of the Council's financial standing whilst instilling more robust financial discipline and delivery of efficiency and value for money.

Progress Detail

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="75%"/>	R2.1	<i>Work with partners to deliver the priorities and themes in the Tower Hamlets Plan, with a specific focus on Public sector spend, - Communication campaign for the borough Impact of Brexit</i>	Sharon Godman	Tower Hamlets Partnership Executive Group
Q2 Update	<p>Brexit Commission</p> <p>After the launch of the Brexit Commission's report, the Partnership Executive Group (PEG) agreed to create a partner-led Brexit Action Group, tasked with identifying actions to deliver the recommendations of the Commission. The Brexit Action Group propose to deliver three significant actions:</p> <ul style="list-style-type: none"> <p>• Tower Hamlets – You're Home</p> <p>A campaign and associated actions to make sure that everyone in the current resident population feels welcome and safe; and that existing EU nationals will stay and continue their contribution to the economy and civic life of the borough. It will help reassure business that the borough is a stable location for business, and welcoming for their international members of staff.</p> <p>• Tower Hamlet's Got Talent</p> <p>A sustained programme of actions across employers, education and skills organisations to ensure that both local and international businesses located in the borough have the workforce they need, and that more local people, from all backgrounds, can get into work – and progress in good careers.</p> <p>• Tower Hamlets and Europe Culture Festival</p> <p>A celebration from Autumn 2019 (Brexit day) through to Autumn 2020, highlighting Tower Hamlets position in Europe and the importance of Europe in Tower Hamlets. "We may be leaving the EU, but we are not leaving Europe". Build on existing cultural events, but also to include a string of new local cultural events.</p> <p>Place Campaign:</p> <p>The Council used the findings of the staff perception survey, alongside best practice across the UK, to present a proposed approach to the Partnership Board in June. The Council will use this steer to continue to develop the communications campaign and will update partners on its progress. The long-term ambition of the campaign is to achieve a coordinated approach that supports each organisation in the Tower Hamlets Partnership to promote the borough.</p>				

	<p>Public Sector Spend Analysis: The Partnership agreed to pilot a public sector spend analysis of ESOL provision in the borough. This piece of work was delayed due to changes in the Council. The Council has since mapped the borough's ESOL provision and made this publicly available on the Council's website, allowing residents to access the relevant information online.</p> <p>It is intended to present a summary of this work at a future Partnership Executive Group meeting, in order to identify whether this approach could be applied to other issues in the borough</p>
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RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; margin: 0 auto;">100%</div>	R2.2	<i>Deliver the Communications Strategy 2018/19</i>	<i>Andreas Christophorou</i>	
Q2 Update					

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; margin: 0 auto;">100%</div>	R2.3	<i>Deliver the Communications Plan for the new Town Hall</i>	<i>Andreas Christophorou</i>	
Q2 Update					

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; margin: 0 auto;">37%</div>	R2.4	<i>Deliver the Smarter Together Transformation Programme</i>	<i>Will Tuckley</i>	Transformation Board
Q2 Update	<p>The Smarter Together Programme, which encompasses most of LBTH's transformational change, is proceeding broadly to plan for this year. Whilst we have had some slippages we are beginning to see real progress. Progress this quarter includes</p> <ul style="list-style-type: none"> Implementation of a number projects aimed at bringing support services together has started A number of key customer journeys are now available on line The new, external, Community Equipment Service has gone live The first service users have moved into Lester Court and the Shared Lives Service has been launched. 				

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #add8e6; margin: 0 auto;">30%</div>	R2.5	<i>Undertake a strategic review of Assets</i>	<i>Ann Sutcliffe</i>	Asset Management Working Group
Q2 Update	<p>Strand A Service reviews have taken place with representatives from all Directorates. A number of opportunities have been identified that will lead to both short term and long term efficiencies as well as opportunities to release and develop sites for housing or alternative use. An overarching plan is in development for Corporate review and approval.</p> <p>Strand B Circa £400k of efficiencies have been identified to support the target of £500k for 20/21. A further tranche of buildings are subject to review and</p>				

	<p>opportunities to develop sites for housing or other uses have been identified.</p> <p>Strand C A brief is to be developed and a consultant will be appointed in September to review the Councils advertising spaces.</p> <p>Strand D The FM have commenced their data collection and review of costs of buildings. The review is due to be completed at the end of September and has already identified potential efficiencies in service delivery.</p>
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RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="60%"/>	R2.6	Regeneration Board	Tom McCourt; Ann Sutcliffe	Regeneration Board
Q2 Update	<p>Regeneration Delivery Plan: Regeneration Delivery Plans are now in the process of being developed for the four regeneration areas. Draft delivery plans are due to be completed by Sept 2019.</p> <p>Recruitment Recruitment to the team is now complete. Once delivery plans are finalised an assessment will be made concerning capacity and whether additional resources are required to drive forward delivery.</p> <p>Area Boards Area Boards will be set up for three of the four sub areas that will meet quarterly. The Boards will be responsible for overseeing the implementation of the regeneration delivery plan for the area. So far, two boards have been convened - Isle of Dogs and South Poplar (IoDSP) and Lower Lea Valley LLV). The first City Fringe Area Board will be held in October. An officer led working group will be set up for the Central Area to monitor regeneration outcomes and help prioritise resources in areas undergoing significant change.</p>				

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="50%"/>	R2.7	Develop a Growth and Economic Development Plan	Judith St John; Ann Sutcliffe	High Streets & Town Centre Working Group; Strategic Plan Monitoring
Q2 Update	<p>The Growth and Economic Development Plan was approved at Cabinet on the 24th April. Some dimensions of the GED plan relate to established modes of operation and this work is progressing. Other aspects such as work with young people on careers education and new business growth require new models for delivery and these are being developed for pilot and will be delivered through the new structure currently being embedded.</p> <p>Implementation of the High Streets and Town Centre Strategy is on target. The Middlesex Street Regeneration and Roman Road West Regeneration Programmes were approved by Capital in August 2019. Network rail have confirmed the arch at Meath gardens can be re-opened and we can progress to an Agreement. Joint working with Market Services and the City of London is progressing on Middlesex Street. Development work for a programme in Watney market and Bethnal Green is underway.</p> <p>The tourist and visitor working group has now been established and is exploring the scope of its remit by using feedback and analysis of the 2018</p>				

	residents survey Greater insight and the use of the survey and its demographics are identifying key areas for improvement both in terms of creating narrative and marketing of key sites
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RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">100%</div>	R3.8	<i>Refreshed Internal Audit. Approach to be more strategic and risk focussed, ensuring that the focus of internal audit plans are risk basked, targeted to areas of strategic importance and delivered using a more proactive rather than retrospective approach.</i>	Paul Rock	
Q2 Update					

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	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">100%</div>	R3.9	<i>Introduce the new Local Community Fund and monitor the implementation</i>	Sharon Godman	Grants Determination Committee; Grants Scrutiny Sub-committee
Q2 Update	The Local Community Fund (LCF) was presented and agreed at Cabinet on 31st July 2019. The programme includes over 50 projects that will deliver a diverse range of activities against the five priority areas and outcomes of the LCF. Contract mobilisation will commence as soon as possible alongside a transition support programme for organisations who were not awarded any funding. Monitoring and reporting arrangements for the LCF will be developed and updates will be provided to the Overview & Scrutiny Committee and Grants Determination Committee.				

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">90%</div>	R4.10	<i>Complete a review of the Councils constitution to strengthen governance arrangements, improve accessibility and ensure it is user friendly.</i>	Asmat Hussain	CLT; General Purpose Committee
Q2 Update	The main Constitution and revisions were agreed at Council on 17 July 2019. The only outstanding action is for Directorates to agree their individual Schemes of Delegation which are then put into Part D of the new Constitution.				

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	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">100%</div>	R4.11	<i>Review the Councils Governance structure to provide clarity on the Scheme of Management and Key Decisions.</i>	Asmat Hussain	CLT; General Purpose Committee
Q2 Update	The new scheme of management and key decision thresholds were signed off at Council on 17 July 2019.				

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">100%</div>	R4.12	<i>Undertake a council wide review of strategies and boards including partnership boards and groups.</i>	Sharon Godman	CLT; Partnership Boards

Q2 Update

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	10%	R5.13	Establish a HR Policy Working Group to review existing and develop new policies and procedures to ensure HR is at the forefront of delivering change.	Amanda Harcus	CLT
Q2 Update	The first phase of the review of policies has been completed as a result of the proposed changes to our terms, conditions and benefits package. These will be implemented early 2020. A scoping meeting is taking place on 9th September 2019 to determine the timetable for reviewing all other policies and procedures.				

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	30%	R5.14	Increase the number of permanent staff	Amanda Harcus; Debbie Jones; Denise Radley	Children's Services Improvement Board
Q2 Update	<p>In Children's Social Care we have reduced our vacancy gap further from 26% to 19.55%. We have converted 10 agency staff as well as recruiting 16 permanent social workers. We have recruited 35 NQSW and launched the SW Academy. Turnover has decreased further to 10.58%.</p> <p>We are working on replicating some of this work for Adult Social Care. Workforce stability has improved (see turnover). Sickness levels are improved slightly (greater resilience with a more stable workforce). Caseloads are close to or at target levels. Engagement levels are good.</p> <p>We are stretching our recruitment targets for 2019 & 2020 to fill our permanent vacancies.</p> <p>We are setting SLA's for the Resourcing Team and social care managers to improve recruitment timescales. We are contributing to the development of the national social work apprenticeship scheme and exploring how we can encourage existing employees to join the scheme when it is launched later this year/early next year.</p>				

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	30%	R5.15	Improve the IT infrastructure	Adrian Gorst	Digital Portfolio Board; Frontline Services Board
Q2 Update	<p>Achievements: Clever touch Smart Screens 70 touch screens installed over 9 locations. Projectors will not be needed in these locations. Most popular use is mirroring from a laptop, accessing via VDI without a laptop, Internet viewing, followed by white boarding (replacing flip charts). Paper levels for meetings have been dramatically reduced according to Business Support.</p> <p>Projects in Progress Mosaic Transformation Creation of the hosted environments is underway. We expect to initial transfer of data from Frameworki to the Hosted environment and first test conversion from Frameworki to Mosaic in August.</p> <p>Improving Digital Connectivity within the borough</p>				

	<p>The conclusion of the approval process for the council agreeing to adopt a standardised wayleave agreement approach Draft Wayleave Agreement issued to all interested fibre operators for their consideration. The PID approved by Digital Portfolio Board for authorisation to progress to the Delivery Stage of the LBTH Project Delivery Framework. THH have also been engaged for the ALMO to have an understanding of the requirements and input. In conjunction with THH in some cases, with fibre operators the thinking related to the project approach shared. THH to nominate potential pilot sites to conduct non-intrusive surveys. Identification of the information and information owners underway prior to fibre rollout such as asbestos registers, fire risk assists, key estate contacts etc.</p> <p>Finalisation of the wayleave agreements by fibre operators and the council will permit the rollout of fibre across the council's social housing stock subject to surveys being submitted and signed-off.</p> <p>Telephony Review An independent review of the telephony service has been completed and presented to the Divisional Directors of IT and Customer Services. Next steps to be decided.</p> <p>End User Computing – Laptops Phase 1 pilot has begun and change activities are commencing.</p> <p>We have had procurement challenges with nil responses twice, but Invitation to tender out again giving suppliers to respond by 3rd September. Feedback from suppliers indicates Electronic Watch Foundation (EWF) standards are rather challenging for them.</p>
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<i>RAG Status</i>	<i>Progress %</i>	<i>Action Code</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	<div style="border: 1px solid black; background-color: #add8e6; width: 100px; height: 20px; display: flex; align-items: center; justify-content: center;">100%</div>	R6.16	<i>Establish a cross party and public facing Transformation and Improvement Board to monitor the Council's ongoing improvement activities</i>	Sharon Godman	
Q2 Update	<p>The Transformation & Improvement Board was set up and met for the first time on 18th December 2018. The Board aims to support the Council to be a modern and efficient organisation by delivering transformation and improvement that improves services and outcomes for local residents.</p> <p>The TIB's work programme will focus on a number of key improvement areas, this includes: • Ensure all outstanding actions from the BVIP are completed; • Provide oversight to the delivery of the LGA Corporate Peer Challenge and Planning Peer Challenge action plans; • Review the performance and findings of the Regeneration Board, which is aiming to improve how the council benefits from growth and make better use of its infrastructure; • Provide challenge and direction to the Adult Social Care and Children Social Care improvement programmes and ensure these highly critical services are making the required progress; • Monitor the implementation and progress of external facing transformation programmes such as the Customer Access transformation. • Review the operational effectiveness and progress of key services in relation to the Mayor's key priority areas, specifically: safer communities and ASB, housing and capital delivery, cleaner streets and environment, work and greater prosperity, and a new vision for regeneration.</p> <p>The board has performed a number of spotlight reviews including: Customer Services Transformation Plan, Adult Social Care Improvement Programme, Cleaner Streets and our local environment and Integrated health and social care. The Board also have oversight of the Tower Hamlets Improvement Plan and the Children's Services Improvement Programme. The Tower Hamlets Improvement Plan has been uploaded into Pentana to improve monitoring and reporting arrangements.</p>				
<i>RAG Status</i>	<i>Progress %</i>	<i>Action Code</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>

	<input type="text" value="100%"/>	R6.17	Ensure the improvement in Children's Services is given the highest priority	Debbie Jones	Children's Services Improvement Board
Q2 Update	<p>The full Inspection of Local Authority Children's Services (ILACS) took place in June 2019. The result of the inspection was that Children's Services in Tower Hamlets are now graded as GOOD for overall effectiveness. This judgment includes sub-judgments for effectiveness of services for children and families in need of help and protection, looked after children and care leavers and the effectiveness of leaders. All of these areas were also graded as GOOD.</p> <p>Prior to the inspection, the Children's Services Improvement Board (CSIB) and the Operational Group continued to meet regularly. The "Quad" also continued to meet up until the inspection took place.</p> <p>The stated aim that Children's Services will be graded as GOOD by the time of the next inspection has been achieved.</p>				
RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="30%"/>	R6.18	Develop and deliver a programme of service reviews which focus on improving operational effectiveness	Sharon Godman	Performance Improvement Board; Transformation Board
Q2 Update	<p>In July PIB agreed to a revised time table for two improvement and efficiency reviews for 2019-20:</p> <p>Markets - Review of current delivery model of markets and exploration of alternative delivery models amended to PIB 20 November 2019. The scope will be widened beyond PSI Fusion, to assist the new Market manager in reshaping the service.</p> <p>HR/Sickness - amended to PIB 27 January 2020. The scope will look at how the Council managed cases of long-term illness/ sickness and how this compares between Directorates.</p> <p>PIB also endorsed the guidance for officers, prepared to provide consistency in approach to conducting the six-week reviews. (on track, to be delivered by April 2020)</p>				
RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="50%"/>	R6.19	Implement actions to address the recommendations of the LGA Planning Peer Review	Ann Sutcliffe	
Q2 Update	<p>An Action Plan has been agreed with the Corporate Director of Place. Work has commenced on recommendations 3, 5, 6, 7, 8, 14, 15, 16, 17 and 18. Progress has been made on implementing the action plan, including adoption of a new Statement of Community Involvement, introduction of large application briefings for the two planning committees, formal changes to the committees' terms of reference to reflect the new pre-application engagement protocol and a draft protocol to shape future collaborative working between Planning and the new regeneration service. Progress on all Planning specific recommendations will tracked in the P&BC Divisional Plan.</p>				
RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="30%"/>	R7.20	Review the Mayor's key priority areas	Sharon Godman	Asset Management Working Group; Crime & Anti-social Behaviour Board; Regeneration Board; Transformation Board

Q2 Update	A programme of reviews has been scheduled into the Transformation & Improvement Board's 2019/20-work programme. These will be delivered on the following dates: June 2019: Cleaner Streets and our local environment September 2019: New vision for regeneration September 2019: Work and greater prosperity December 2019: Safer communities and ASB December 2019: Housing and capital delivery				
	The review of 'cleaner streets and our local environment' focused on the delivery plans and improvements flowing from the Waste Strategy and also focused on how we're increasing our recycling rates. Additionally, the Board reviewed progress of the mobilisation of the in-house service for the integrated delivery of waste, recycling and cleansing functions within Tower Hamlets, which is set to Commence in April 2020. This covered the high level of complaints on environmental indicators and considered how the new service will improve this.				
	To support the TIB in their reviews, pre meetings have been held with external Board members, the Overview & Scrutiny Committee Chair and the leader of the opposition with front line service managers to help shape their lines of questioning.				

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="100%"/>	R7.21	Deliver the Customer Services Transformation Team	Shazia Hussain	Transformation Board

Q2 Update	Online transactions for high demand services including – Benefits, Pest control, Parking, Housing options, Registrar's, bulky waste - Complete with Registrar's going live in the next 2 weeks. Moving to a single number for the council has been completed - Complete Specification for the Customer Relations Management system completed so a system can be procured - Complete Products have been tested and are at a soft launch stage - Complete Phase 2 about to commence. – Complete with phase 2 transactions identified and a resource plan is being developed				
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RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="100%"/>	R7.22	Deliver the Adult Social Care Improvement programme	Denise Radley	

Q2 Update					
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RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="100%"/>	R8.23	Build on the Members Induction programme	Asmat Hussain	Standards Advisory Audit Committee

Q2 Update	A personal development plan offer was made to all Members. This will now be a yearly offer each autumn. Feedback from those completed in 2018, were used to feed into plans for the 2019-22 training plan and this plan will continue to develop following feedback from future PDPs.				
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RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="100%"/>	R8.24	Support the development of Councillors role at scrutiny through a range of initiatives.	Sharon Godman; Asmat Hussain	Overview & Scrutiny Committee

Q2 Update	General Purposes Committee on 25th June 2019 agreed a report on Strengthening Local Democracy, which included a number of actions to support the development of Overview and Scrutiny. This includes improving public engagement through holding meetings in community venues, using digital				
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	<p>technology to allow residents to feed into the work programme, engaging all non-executive Councillors in the OSC work programme, developing and promoting Councillor Call for Action and supporting Members place shaping role by undertaking placed based scrutiny.</p> <p>Members and co-opted members of the Overview & Scrutiny Committee (OSC) and its three Sub-Committees attended a workshop on 15 June 2019 to discuss the work programme for the 2019/20 Municipal Year. This was a joint workshop across all Scrutiny Committees and was supported by the Centre for Public Scrutiny to help to develop a better co-ordinated approach to delivering Scrutiny in 2019/20. Furthermore, an online form was developed to capture resident's views on what they feel the focus areas for the work programme should be. All responses will be considered by Scrutiny Members and will be incorporated into agenda items or added to the work programme.</p> <p>A Scrutiny toolkit has been developed to support members to perform their role. The toolkit provides a summary of key information members need to know as well as a 'how to guide' approach to effectively Scrutiny. Furthermore, regular meetings have been set up for Scrutiny Leads to meet with their equivalent Cabinet Leads to discuss key issues and activity within their portfolio.</p>
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	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">80%</div>	R10.26	Improve collaborative working and integration with partners to drive improvements against the 4 priority areas of the Tower hamlets plan:	Will Tuckley	Tower Hamlets Partnership Executive Group
Q2 Update	<p>In June, the Partnership hosted a Summit with over one hundred members of the business community at Canary Wharf. The event allowed businesses to share their views on the key issues facing the business community in Tower Hamlets, to help the Partnership to prioritise support for them. The Partnership Board (comprising of the PEG, Cabinet and CLT) met to reflect on the progress made across partnerships over the last year and agreed to progress the borough's place campaign.</p> <p>In September, the Partnership Executive Group will hold an Appreciative Inquiry on the final theme of the Tower Hamlets Plan: <i>Strong, resilient and safe communities</i>. The group will also discuss updated partner Brexit action plans and how the partnership is evolving</p> <p>The Council has delivered its objective to host two Partnership Summits in its first year, as identified when the Tower Hamlets Plan was published in July 2018. These were Children & Young People Summit and Jobs & Skills Summit (in addition to the Transport Strategy Summit).</p>				

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">100%</div>	R10.27	Embed the TOWER values and behaviours	Amanda Harcus	Corporate Equalities Board; Organisation and Culture Programme Board
Q2 Update	Q2 - 360 degree feedback aligned to TOWER Values and Behaviours pilot commenced.				

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	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">30%</div>	R10.28	Continue to appraise and develop how the council leads	Amanda Harcus	
Q2 Update	IIP Action Plan agreed and commenced in Q1. Further action in Q2 scheduled and review of plan				

RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="100%"/>	R10.29	Improve the council's training and development offer through centralising Learning & Development and using the apprenticeship levy to upskill staff	Amanda Harcus	
Q2 Update	A good range of courses and provision is available. Induction offer has improved. There are 8 Council wide Apprenticeship courses running for staff.				
RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="100%"/>	R10.30	Encourage behavioural change, recognise staff achievements and engage staff through innovative internal communication	Andreas Christophorou	
Q2 Update					
RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="30%"/>	R11.31	To further embed Outcomes Based Budgeting	Neville Murton	
Q2 Update	The first phase of this project has been completed with the budget being analysed across strategic priorities. Further refinement may well be required in the future.				
RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="40%"/>	R11.32	To strengthen the organisation's financial discipline	Neville Murton	
Q2 Update	The Financial Regulations have now been updated and approved by full Council in July 2019. The new system upgrade (Agresso) will take some time to complete; there will be a tender process and implementation time, which will take us into late 2020. Good progress is being made on this important project.				
RAG Status	Progress %	Action Code	Action Title	Ownership Managed By	Monitoring Group
	<input type="text" value="30%"/>	R11.33	To fully implement the revised capital strategy and governance arrangements	Neville Murton	
Q2 Update	Progress continues to be made but more work is required on fully aligning requests for new capital projects with funding streams.				