

Recommendation	Action	Target Completion Date (indicative only)	Senior Responsible Officer
<b>Recommendation 1: Strategic Vision</b> Develop a more comprehensive long-term strategic vision for the borough and the council which is co-produced with the community.	The Council will complete a Long Term Strategic Vision Development Programme that will inform the workforce strategy and the MTFS and will be developed with the input and engagement of the community.	May-24	Acting Director SIT
	The Council will ensure that it has a delivery plan that supports the implementation of the vision, building in regular monitoring and reporting arrangements, and reports that are available to the public	May-24	Acting Director SIT

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The new Partnership Plan sets out a long term, strategic shared vision co-produced with all our key partners and is in the final stages of being approved. (Will be approved by time this is published)	Scoping document setting out contributory elements to the development of the overarching strategic vision is in development for review by CMT / Mayor.	<a href="#">Cabinet Report and Draft Plan</a>	
We publish an Annual Delivery Plan to monitor performance against key strategic Plan Priorities. These will be reviewed following completion of the long term vision statement.	Strategic review of existing arrangements for delivering monitoring and reporting on strategic progress is underway	<a href="#">Strategic Plan</a>	

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<b>Recommendation 2: Medium Term Financial Strategy</b> Develop a MTFS, including the Housing Revenue Account (HRA), which can demonstrate the future financial sustainability of the council, and which is aligned to the long-term strategic vision of the council.	The Council will complete the development of the new Medium Term Financial Strategy	Jan-24	Corporate Director Resources
	The Council will revisit its MTFS at the point that the Strategic vision statement for the Borough is completed to ensure that it is fully aligned to it.	May-24	Corporate Director Resources
	The Council shall revisit its scenario planning and modelling for business rate reform impacts to ensure that they are fit for purpose and up to date.	Jan-24	Corporate Director Resources
	The Council will develop a single narrative about the financial position of the Council which clearly explains to members, officers and partners the rationale for the savings requirement and investments required in services. This will communicate the imperative of delivery for the future financial sustainability of the council	Jan-24	Corporate Director Resources
	The Council will carry out a comprehensive assessment of the impact of insourcing on service capacity that will feed into the MTFS.	Jan-24	Corporate Director Resources
	The Council will complete a HRA review which will explore all financial assumptions against the affordability constraints and will also consider the assumed HRA rent increase.	Jan-24	Corporate Director Resources

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	An MTFS update went to Cabinet in October which gave the latest MTFS position and the timetable for final member approval. The MTFS outlines a range of actions to address the budget gap. The first draft of the new MTFS is scheduled to be presented to Cabinet on 3rd January, and, subject to any comments from the public budget consultation, scrutiny and cabinet process is scheduled for approval by full council on 28th Feb 2024	<a href="#">MTFS Cabinet Paper</a>	
Development of the MTFS is underway	See above		
The Council is working with LG Futures to continually model its business rates projections. We will factor in any changes as a result of the the Local Government Finance settlement	See adjacent comment. Work ongoing. The Autumn Statement, 22nd November 2024, is now being considered in our updated MTFS		
The Comms Strategy was recently updated to set out the Councils position on this. The council has been communicating its financial position to staff since the summer when Innovation Month and People First was launched. More recently in the current budget consultation with residents and partners and Chief Executive staff roadshows and staff conference.	The narrative continues to be developed as People First progresses and we are updating as it does. This process includes a Comms Log at each of the seven transformation boards to communicate updates to staff and update the wider narrative. This process will also include the new MTFS and through internal communication channels and events, with a focused update of progress to date planned for all staff as part of an all staff event hosted by the CEO and Corporate Directors scheduled for the 12th December 2023		
Financial implications of service insourcing commissioned	Financial implications of planned service insourcing have been received. They are currently being quality checked by senior finance staff before inclusion in the MTFS. This will involve integrating 3 currently separate workstrands relating to project costs of the insourcing, ongoing revenue and capital obligations post transfer , and approved planned growth opportunities for the services in year 2 of the MTFS, which will be risk mitigated prior to inclusion.	Chris Leslie	
A review of the HRA, supported by external consultants Savills, has been completed.	A financial strategy for our HRA is currently in development in partnership with Savills. They will complete an independent desktop review of the proposed model and provide assurance to members that the approach reflects best practice; prioritising capital investment in the areas of highest risk for existing stock, particularly around damp and mould, fire safety and energy efficiency. .	Chris Leslie	

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<p><b>Recommendation 3: Performance Management</b> To assist with the focus on delivery of the council's priorities, measures should be taken to enhance the existing performance framework, making better use of data to inform decision making and policy development. Consideration should be given to how the impact of decisions and priority areas is captured.</p>	<p>The Council shall complete a review of existing performance management arrangements in place at the Council to ensure clearer, more consistent processes, scrutiny at service level and by CMT and the development of a system which is understood and can be effectively challenged by members.</p>	<p>Jan-24</p>	<p>Acting Director SIT</p>
	<p>The Council will bring forward new project plans for the development of a data lake and will prioritise progress of data tools to enable easier interrogation of health and societal data bases by council staff.</p>	<p>NA</p>	<p>Corporate Director Resources</p>
	<p>The Council will review the Council's current strategy and policy landscape to explore the opportunities to simplify it.</p>	<p>Mar-24</p>	<p>Acting Director SIT</p>

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This review has started with an examination of the Councils arrangements for managing compliance for directorate/service plans and personal reviews. This element of the wider review process is nearing completion.			
Senior agreement in place to develop analytics platform, data tools and series of pilot data products. Multi disciplinary team in place to take this work forward.	The council is commissioning an independent specialist to develop a strategy and road-map for delivering improvements to corporate data analytics capacity and accessible shared insight across all departments along with delivery of improved data cleansing/integrity/storage protocols.	<a href="#">Enterprise Business Intelligence and Analytics (BIA) Solutions Project Brief</a>	
Regular strategy and policy review periods are in place for all major strategies and policies.	A scoping document for this exercise is currently under development		

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<p><b>Recommendation 4: Workforce Strategy</b>            Develop a refreshed workforce strategy to address recruitment and retention challenges. This is particularly important given the current vacancies in key senior management positions and the Mayor's stated priority of the workforce representing the community.</p> <p>The Overview &amp; Scrutiny Committee should be given responsibility for overseeing performance against the council's aim to ensure that its workforce and service provision reflects the diversity of the borough.</p>	The Council will develop a coordinated workforce strategy with a clear plan for recruitment, retention and workforce development with a more consistent approach being adopted across the organisation and linked to the Council's long term strategic vision.	Apr-24	Corporate Director Resources
	The Council will complete the recruitment programme for Corporate Directors and Directors	Jan-24	Corporate Director Resources
	The Council will continue to develop the new 'workforce to reflect the community' strategy and embed it into the refreshed workforce strategy.	Dec-23	Corporate Director Resources
	The Council will review the current governance arrangements for the councils Equality, Diversity and Inclusion agenda. As part of this exercise the Mayor will consider the role of the Overview and Scrutiny Committee specific to the delivery of this agenda.	Mar-24	Acting Director of SIT
	Carry out a review of the Council's Pay Policy for hard to recruit and senior positions.	Feb-24	Corporate Director Resources
	LOCD to complete a review of the Council's current talent management and associated support programme, and establish what more can be done to support staff development.	May-24	Corporate Director Resources

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The Council's HR function is currently under review, supported by a third party independent specialist to ensure the highest standards of professional practice remain at a smaller centre alongside changes to transactional practices to enable more directly empowered operational functionality.	Informed by the outcome of our recent IIP assessment which provides direction and momentum for us to move forward quickly to develop a comprehensive corporate workforce strategy, our workforce to reflect the community strategy will form an integral element of the overall approach.	<a href="#">People and wellbeing strategy 2021-2026</a> <a href="#">People and Wellbeing Strategy OBA</a>	
Recruitment is underway.	All CD interviews will take place ahead of the Christmas break. Director interviews will be completed by mid-Jan 24.		
Our Workforce to Reflect the Community Strategy has been developed. The Transformation Board will review and feedback on content and measures of success. Once approved this will be a key element of our comprehensive workforce strategy.	The WFTC action plan arrangements are subject to an update and review process currently underway. Officers, including the Mayors office are currently reviewing the newly developed workforce dashboard.	<a href="#">CMT Cover Report</a> <a href="#">Workforce to Reflect the Community Strategy</a> <a href="#">Workforce to Reflect the Community Draft Action Plan</a>	
Structural review of Strategy Improvement and Transformation is underway that will include consideration of where the operational responsibility for the Councils Equality, Diversity and Inclusion Agenda lies within the organisation.	A scoping document for the wider review of governance arrangements for the Equality, Diversity and inclusion agenda is being prepared		
The pay policy is reviewed annually by HR Committee (previously GPC) and then goes to full council for approval (this is a statutory requirement).	This has been commissioned via an independent third party specialist	<a href="#">Pay Policy Report to HR Committee</a> <a href="#">Pay Policy statement 2023/2024</a>	
	This will be informed by our workforce strategy and the outcome of our recent IIP assessment		



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<p><b>Recommendation 5: Mayor's Office</b>  Review the roles, functions and deployment of officers within the Mayor's Office. This should be done to ensure streamlined decision making, removing barriers and duplication elsewhere in the council. The council should also ensure that colleagues remaining in the Mayor's Office are given training and development opportunities to ensure a wider understanding of the roles and requirements of different services areas.</p>	<p>The Council will undertake a review of the roles, functions and deployment of officers within the Mayors Office with particular focus upon speeding up decision making and removing duplication of function where this is provided elsewhere in the Council. Mayor's Office staff to be given training and development opportunities to ensure familiarisation and understanding of roles and responsibilities across the council</p>	<p>Jan-24</p>	<p>CEO</p>

Initiatives supporting the recommendation already in train prior to LGA CPC Review	Actions Taken Post LGA CPC Review	Supporting Documents for More Information / contact officer	Completed
	A review of the Mayors Office structure is underway informed by the advice contained within the LGA CPC report. Development opportunities for key senior personel within the Mayors Office are being reviewed with a view to further enhancement.		

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<p><b>Recommendation 6: Internal Governance</b>            Conduct an urgent review of the internal governance arrangements including the board structures to ensure focus on the delivery of priorities, clarity of reporting and clear lines of accountability. This should seek to speed-up decision making, and delegate business-as-usual decisions to an appropriate level.</p>	The Council will complete a review of the Council's internal governance arrangements and board structures to ensure focus on delivery of priorities, clarity of reporting, and clear lines of accountability.	Jan-24	Corporate Director Resources
	The Council will complete a review of its approach to the forward planning process, and where appropriate revise the guidance provided to officers and members	Jun-24	Deputy CEO
	The Council will review and clarify the Council's processes for decision making. This will include the review and rationalisation of transaction processes for HR, Finance and Procurement and formal review of officer delegations and decision making bottlenecks.	Apr-24	Deputy CEO / Corporate Director Resources
	The Council will ensure that the new external auditors agree to regular meetings between the Chief Executive, Section 151 Officer and the External Auditor.		Corporate Director Resources
	The Council will ensure the Head of Audit attends meetings between the three statutory officers.		
	The Council will report progress on the delivery of the LGA Corporate Peer Challenge Action Plan to the Transformation Advisory Board on a regular basis		

Initiatives supporting the recommendation already in train prior to LGA CPC Review	Actions Taken Post LGA CPC Review	Supporting Documents for More Information / contact officer	Completed
Arrangements are already in place to review Transformation and Governance Boards every six months.	Internal Audit have completed an in-depth review of the Councils Internal governance arrangements against the Corporate Governance Improvement Plan, The report is being compiled for reporting to CMT in January. A 6th month review of corporate transformation and governance boards is underway. A mapping exercise of all internal boards is underway	<a href="#">Draft Governance Improvement Plan Follow up Report</a>	
	In August 2023 new discursive guidance was issued to senior officers (in conjunction with recirculating earlier guides) to try and demystify the process and answer common questions asked. Off the back of that Democratic Services have attended a number of DLTs and similar to go through the guidance and discuss decision making generally. This offer remains open to all other Directors.  The Chief Executive over recent months has introduced new control on services attempting to bring late reports to MAB/Cabinet or changing reporting dates to ensure a smoother planning process and avoid having unexpectedly light or heavy meeting agendas. This also increases the requirements for the Directorates to properly understand how the decision making process works. He also introduced fortnightly CMT meetings which again look to better control report processes.  The above rules along with the overall structure of CMT, MAB, Cabinet process to see if the changes had the desired affect and whether further revision is necessary.		
	We have appointed independent specialists in HR and Procurement with clearly stated deliverables and a timescale of 31st March 2024. A comprehensive review of our financial regulations and delegation's is being carried and which will inform a revised framework of internal controls ( independently verified as reflective of best practice ) which will underpin the new working arrangements providing assurance re compliance, in our new operating environment .		
	Meeting between existing external auditors ( Deloitte's ) S151 Officer, and CEO took place on 5th October 2023 . New Auditor Ernst & Young currently in process of exchanging disclosures needed to then enable all regular ( quarterly ) meetings to be scheduled for the coming financial year .A first meeting has been scheduled for December 2023		
	Head of Audit now meeting regularly with Chief Executive, S151 Officer, and Monitoring Officer		<b>Complete</b>
	All updates on progress are now being reported to the Transformation Advisory Board		<b>Complete</b>

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<p><b>Recommendation 7: Working with Partners</b> To ensure more effective partnership working, the council should consider reviewing current partnership governance arrangements.</p>	<p>Create a Partnership Task and Finish Group to review partnership arrangements to ensure a more strategic approach to partnership working, that streamlines governance arrangements and improves accountability. Ensure the Terms of Reference of the Partnership Task and Finish Group specifically develop actions to support these outcomes. .</p>	<p>Report review findings to the Partnership Executive Group by Spring 2024</p>	<p>Acting Director SIT</p>
	<p>Continue to strengthen the Integrated Care partnership to deliver our core priorities and engage with the Integrated Care Board and wider North East London system on what responsibilities and resources can be further devolved to the local level.</p>	<p>New governance arrangements for Health &amp; Wellbeing Board &amp; Overall Partnership - May 2024</p>	<p>Corporate Director Health &amp; Adult Social Care</p>
	<p>The Council will further improve the opportunity for strategic conversations with business partnerships and will ensure that the Growth and Economic Development Partnership reviews existing opportunities with a view to enhancing them.</p>	<p>Apr-24</p>	<p>Corporate Director Housing and Regeneration</p>
	<p>The Council will develop a Housing Delivery Symposium with key partners and developers in the borough to explore ways in which the Council can realise its housing ambitions, and tackle housing overcrowding.</p>	<p>Apr-24</p>	<p>Corporate Director Housing and Regen</p>
<p><b>Recommendation 8: Grant Allocation</b> Build on the framework for the Mayor's Community Grant scheme and introduce a robust process for the Small Grants Fund and the Emergency Grants Fund, demonstrating links to the corporate priorities, ensuring openness and transparency, and reset relationships with the VCS/third sector. Monitoring of the grants programmes should be undertaken in partnership with the VCS/third sector and overseen by Overview and Scrutiny.</p>	<p>The council will review all council administered grant regimes to ensure that they have robust frameworks in place and will introduce a central grants register .</p>	<p>Feb-24</p>	<p>Acting Director SIT</p>
	<p>The Council will work with the VCS to refresh the VCS Strategy and Voluntary Sector Compact which sets out how the Council will work with the sector and will use these to build on and improve existing relationships with the sector.</p>		<p>Acting Director SIT</p>

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	A partnership Task and Finish Group has been established in October 2023 to take forward strategic review of partnership arrangements.		
<p>An Integrated Care System is in place in North East London. Tower Hamlets Together operates as a place-based partnership within this system, reporting into the borough's Health and Wellbeing Board. Proposals to streamline the Health &amp; Wellbeing Board/Tower Hamlets Together infrastructure are in development and being discussed by partners. Having aligned our health and care services around localities, the next phase of work for THT is to understand what impact this has had and to understand what is required at a neighbourhood/PCN level. Almost £1m has been allocated by the ICB and Local Authority within the Better Care Fund to support the work at the locality and neighbourhood level. This is where we see the greatest potential in achieving our integration ambitions. We have proposed to commence a review of the BCF starting in late 2023 with the aim of increasing the pooled fund from 2024 onwards and looking at where the BCF can further support our THT partnership and integration ambition. The review will also focus on the falls pathway and the intermediate care criteria.</p>	Strengthening the Health and Wellbeing Board and our partnership with the ICS is in scope of the Task and Finish Group above.		
<p>The Growth and Economic Development Partnership Board brings together key stakeholders in the economic realm to improve local economic outcomes.</p> <ul style="list-style-type: none"> <li>• Held dedicated thematic meetings on issues such as, Cost of Living and Green Jobs &amp; Skills:</li> <li>• Cost of Living: consultation on the gaps in local provision</li> <li>• Held a discussion on Green Jobs &amp; Skills which helped shape an understanding of the best way forward for local skills providers on how to deliver critical skills training for a green economy</li> </ul>	<p>Within Scope of the Task and Finish Group above.</p> <ul style="list-style-type: none"> <li>• We will continue to work closely with existing business partnerships such as Aldgate Connect, Bangla Restaurateurs, East End Traders Guild.</li> <li>• We will continue to maximise collaboration with business and Further Education and Higher Education and civic providers, the Voluntary and Community Sector and other partners to create the conditions for our residents, young people and businesses to thrive.</li> <li>• We will work with industry and growth sectors - including in life sciences, low carbon, and creative and digital - educational and cultural institutions, idea stores learning and the voluntary, faith and public sectors to coordinate effort to increase social capital and social mobility amongst our residents; supporting good careers through training and development and agile employment support for all our residents and young people</li> </ul>		
Developer forums take place every six months, sharing updates and key delivery challenges.	<p>Monthly planning liaison meetings have taken place with Canary Wharf Group (CWG) to discuss estate ambitions, strategic overview update and progress with site delivery.</p> <p>Ongoing engagement through statutory consultations with strategic partners on planning matters via the Development Management process, and also on the Local Plan/Plan Making Process</p>		
Work to introduce a central grants register is underway			
The development of the council's Grant's Policy and outcomes framework included extensive engagement with the sector through six workshops and an on-line survey. In total 309 people from 144 VCS organisations were engaged. The Small Grants and Emergency Grants Programme development also included engagement with VCS organisations to help inform the prospectus.	A VCS Strategy Refresh Steering group is being established which includes Council rep, VCS reps and other public sector rep. The strategy and compact refresh is expected to be completed by July 2024 and will include engagement with the sector. Initial engagement has been undertaken with Cooperate (Partnership Board) and will be discussed at the VCS Summit on 11th Dec 2023	<a href="#">Voluntary and Community Sector Grants Policy &amp; Outcomes Framework (October 2023 to March 2027)</a>	

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	Quarterly performance reports to Committee and pre-decision scrutiny by OSC.	Jan-24	Acting Director SIT

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		<a href="#">Mayor's Community Grant Programme 2023 to 2027 Prospectus</a>	
		<a href="#">Small Grants Prospectus and award decision making</a>	
		<a href="#">Emergency Grant review</a>	
	The process for agreeing the KPI's in partnership with the third sector is already in place. Quarterly performance reporting to the Grants Determination Sub Committee on performance of projects and include any remedial actions to address any challenges. The feasibility for Pre decision Scrutiny by O+S is being looked at.		



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<b>Recommendation 9: Transfer of Property to Third Parties</b> Record and formalise Mayoral/member involvement in decision making relating to the transfer of property to third parties; reflecting Mayoral/member oversight in the property and assets policy and procedures document (and developing overarching strategy) Also report decisions in this area to Overview and Scrutiny Committee.	Complete the Council's new property and asset management strategy to bring together all of the different elements relating to policy and procedure into one document.	Apr-24	Corporate Director Resources
	Property and Asset Management will be added to the member induction and learning programme	Jan-24	CEO
	The Mayor will review the need for existing levels of pre decision oversight. of delegated decision-making authority to officers regarding decisions relating to land and property disposals (up to £250k) and the letting of property to VCS organisations.	Jan-24	CEO
	All mayoral oversight on decision making pathways will be formalised in the form of written process notes. All feedback by the Mayor to Officers will be recorded as part of these processes.	Mar-24	CEO
<b>Recommendation 10: Cabinet Member Responsibilities</b> To speed up the pace of decision-making consideration should be given, as part of the constitutional review, to reviewing the delegated responsibilities from the Mayor to both Cabinet Members and officers.	The Mayor will keep delegation of decision-making authority under constant review.		CEO /Monitoring Officer
	The role and responsibilities of cabinet members under existing arrangements will be the subject of further staff communication bulletins and included more specifically in staff inductions.	Jan-24	CEO /Monitoring Officer

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Property and Asset Management Strategy Development Underway	This will form part of the update to our financial regulations and review of the delegation of governance and decision making.	<a href="#">Draft Strategic Asset Management Plan 2024-29</a>	
	Democratic Services are working with Resources Directorate to add this learning to the inductions		x Matthew to confirm if done
Procedure in place for disposals and lettings of property, and an assessment criteria established for leasing property to community groups	These will be reviewed and consolidated as part of the new Property and Asset Strategy	<a href="#">Property Procedures for Disposals and Lettings 2019</a> <a href="#">LB Tower Hamlets Community Portfolio Leaseholder Assessment Criteria</a>	
	These will be reviewed and consolidated as part of the new Property and Asset Strategy		
As is common in Elected Mayoral authorities, the Mayor has not delegated decision making to Cabinet Members. Cabinet Members though are involved in all relevant decisions and service challenges as they have regular service meetings and they have to be consulted on all relevant cabinet decision making reports.		<a href="#">LBTH Decision Guide</a> <a href="#">LBTH Decision Making Flowchart</a>	
	Staff induction programmes are being reviewed Internal communications programmed content is being reviewed		

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<p><b>Recommendation 11: Membership of Committees</b>            The council should consider best practice in relation to the chairing, membership and cross party working in and of key committees such as Full Council, Overview and Scrutiny and Audit. External training for these committees should also be arranged.</p>	<p>The Council will define current best practice in relation to chairing, membership, and cross party working in and of committees. It will conduct a review of current terms of reference for committees based on best practice including the appointment of women to lead or senior political positions within the council. The Mayor will receive recommendations from that review and agree any necessary actions. The Mayors conclusions will be published.</p>	Mar-24	CEO
	<p>The Council will continue to deliver the current development programme for scrutiny members, and undertake skills audit in order to develop and deliver an improved development programme for scrutiny and for Cabinet members</p>		
	<p>Introduce a cross party working improvement programme in order to encourage cross party working.</p>	Mar-24	Acting Director SIT
	<p>The Constitution Working Group to consider a report on the workings of Cabinet decision making processes that will include the scrutiny process and present a briefing note to the Mayor in relation to their findings.</p>	Feb-24	CEO

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<p>Current Chairing and Membership of Committees is as set out on the website. These have been reviewed from time to time including, for example creating a new Human Resources Committee following the 2022 elections and the current review of Audit Committee arrangements.</p>	<p>The Constitution Working Group are reviewing Committee Terms of Reference compared to other authorities and will propose any changes to the General Purposes Committee for consideration.</p>		
<p>Training is arranged in relation to almost all Council Committees both during the Member Induction following the election and then either at the start of the year and/or through the year. This will often involve external trainers depending on the circumstances. The Standards Advisory Committee reviews an annual report on the Council's Member Development Programme.</p> <p>Committees which have training run for them (notes below where this has involved external trainers):  Appointments Sub-Committee (including external training run in summer 23)  Audit Committee (internal)  Development Committee / Strategic Development Committee (internal plus external training in summer 23)  Licensing (regular internal training plus discussions are ongoing about LGA training on Licensing)  Pensions (training is a mixture of internal and externally led sessions - including required external online training from Hymans)  Standards (Code of Conduct training is regularly provided including externally in May 22)  Council (internal as part of Member Induction programme 22)  Scrutiny (internal and external training has been provided - see below)</p> <p>Through the Member Induction Programme more generally, Members are also provided with a wide range of training on subject areas which are valuable when covering particular subject area Committees (e.g. sessions on health and adult social care are valuable for Members serving on the Health and Wellbeing Board). General training such as Chair's Training is also provided.</p> <p>The Council commissioned Centre for Governance and Scrutiny to provide training for scrutiny chairs. This has included three 1-2-1 sessions, two group sessions. A skills audit of scrutiny members has also has been undertaken which informs training plan. Through the year Members briefing sessions are arranged on specific items to develop members skills for example this year briefing session on annual residents Survey, OfLG performance measures. Members are also encouraged to attend CfGS training sessions/ briefings including their annual conference. Publications by CfGS, LGA and other bodies relevant to scrutiny are shared with members.</p> <p>[Work on the charter - Chairs training informal etc]</p>	<p>A skills audit of scrutiny members has also has been undertaken which informs the training plan.</p>	<p>Add link to Sills Audit and Training Plan. <i>(This is being completed at the moment, estimated completion date is next week.. Can add this document in then)</i></p>	<p><b>Completed</b></p>
<p>Scrutiny Committees the Members are supported by Scrutiny Officers who encourage public participation and cross-party working.</p>	<p>Scrutiny Officers are in the process of reviewing cross party working arrangements</p>		
	<p>Scoping paper under development</p>	<p>Richard Penn</p>	

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<p><b>Recommendation 12: Member Development</b>  The existing member training and development offer should be strengthened with support initially focussed on Cabinet members and committee chairs.</p>	<p>The existing member development programme for those in senior positions will be further developed to include opportunities of external mentoring.</p>	<p>Dec-24</p>	<p>CEO</p>

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<p>The Council offers a good range of training and development to Members including a Member Induction Programme after the elections, statutory training, regular committee training, member briefings and also skills training such as on Public Speaking and dealing with resident issues but has begun a project to transform the Programme. In Spring 2023 it has signed up to work to achieve the Member Learning and Development Charter Mark from the LGA and has begun the key steps to achieving that including preparing a draft strategy and yearly programme of training and setting up a Member Learning and Development Steering Group.</p> <p>Cabinet Members have been offered places on the relevant LGA Leadership and Portfolio specific training programmes.</p>	<p>Democratic Services are actively exploring external mentoring opportunities to add to the expensive member development programme already in place. This is specific to Cabinet Members and Committee Chairs.</p>		

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<p><b>Recommendation 13: Diversity</b>            Given the composition of the ruling administration, consideration should be given to how the voices of women and those from different backgrounds are directly influencing policy through their lived experience. It is recommended that the council actively promote the LGA's 'Be a Councillor Campaign' to promote the opportunity for women and people from underrepresented groups across the borough.</p>	<p>The Council will undertake a review how the voices of women and those from different backgrounds are and are not directly influencing policy through their lived experiences and develop a plan for removing barriers to this happening.</p>	<p>Mar-24</p>	<p>Acting Director SIT</p>
	<p>The Council will run a major promotion campaign targeting women in the community linked to the LGA's 'Be a Councillor' Campaign. All political parties will be encouraged to run their own campaign within their parties to encourage women candidates.</p>	<p>Jan-24</p>	<p>Acting Director SIT</p>
	<p>The Council shall review make up of the Council Committees. It will consider the feasibility of introducing a Monitored Feedback system for speakers at Council meetings allowing feedback / comment on speaking time fairness and respect. If feasible the Council will introduce it.</p>	<p>Jan-24</p>	<p>Acting Director SIT / CEO</p>
	<p>The Council will develop a policy setting out clearly how much time staff led group chairs can take from their substantive duties to develop staff equalities networks.</p>	<p>Dec-24</p>	<p>Corporate Director Resources</p>
	<p>The Council will ensure all network groups have a senior management sponsor.</p> <p>Establish a regular programme of meetings with sponsors to discuss progress and relevant cross cutting issues.</p> <p>Establish a feedback system for Staff Chairs of networks to comment on the performance of the Senior Management Sponsor.</p>	<p>Dec-24</p>	<p>Corporate Director Resources / Acting Director SIT</p>
	<p>Review and re run staff and member awareness programme.</p>	<p>Jan to March 24</p>	<p>Corporate Director Resources</p>

Initiatives supporting the recommendation already in train prior to LGA CPC Review	Actions Taken Post LGA CPC Review	Supporting Documents for More Information / contact officer	Completed
<p>Scoping exercise to plan a Tower Hamlets Women Commission is underway that will amplify women's voices within the community and feed into the development of recommendations to the Council. Part of its remit will be to examine the extent to which the voices of women from different backgrounds are influencing policy and identifying barriers that prevent this from happening.</p> <p>A review of the Tower Hamlets equality network is currently underway with a view to strengthen current provision to ensure resident views are incorporated into service design and delivery</p>			
	This campaign is currently being considered by the Communications Service		
The membership of Council committees is kept under review	The feedback system is the subject of a feasibility study under development. Additional guidance is being prepared that strengthens the need for gender representation to be considered when deciding upon Committee membership and roles.		
	Human Resources are reviewing current arrangements		
In light of recent staff turnover, new staff network sponsors have been identified and confirmed.	Regular meetings with sponsors are being arranged which will include feedback on senior management performance specific to the network groups focus.	<a href="#">New Staff Sponsor List</a>	
	Awareness programme timetables are currently being reviewed		



Recommendation	Action	Target Completion Date (indicative only)	Senior Responsible Officer
<b>Recommendation 14: Annual governance Statement</b> Prepare and publish the Annual Governance Statement.	The Council will secure the necessary outstanding internal approvals and publish the outstanding Annual Governance Statements		
<b>Recommendation 15: Outstanding Accounts</b> Outstanding financial accounts going back to 2018/19 need to be resolved with the external auditors as a priority.	The Council will take action to resolve all of the historic outstanding financial accounts going back to 2018/19	Jan-24	Corporate Director Resources

Initiatives supporting the recommendation already in train prior to LGA CPC Review	Actions Taken Post LGA CPC Review	Supporting Documents for More Information / contact officer	Completed
	Completed. Outstanding Annual Governance Statement approved by the Audit Committee on Thursday 19th October 2023. Published on the Council web site.	<a href="#">Annual Governance Statement 2022/23</a>	<b>Complete</b>
	We have agreed Timetable to address and this is on track 18/19 audited to be approved at November audit committee 19/20 audited to be approved at November audit committee 2020/21draft accounts – complete by end-December 2021/22 draft accounts – complete by end December 2022/23 draft accounts - complete by end January Public Inspection period (6 weeks by statute) – falls in February/March Audit opinion required by 31st March 2025	<a href="#">Statements of Accounts for 2018/19 and 2019/20 Audit Committee Report</a>  <a href="#">DRAFTANNUAL FINANCIAL REPORT 2018-19</a>  <a href="#">DRAFT ANNUAL FINANCIAL REPORT 2019-20</a>	<b>Accounts 18/19 and 19/20 Signed Off</b>

Recommendation	Action	Target Completion Date (indicative only)	Senior Responsible Officer
<b>Recommendation 16: Organisational Capacity</b> Develop the corporate centre so that it is genuinely a strategic enabler and provides the appropriate accurate management data and information to support the transformation of the organisation.	The Council will complete a strategic resource needs assessment covering HR, Procurement, Facilities, Communications, IT addressing additional demand resulting from insourcing.	Agreed by 01/04/2024 Implemented by 01/10/24	Corporate Director Resources
	The Council will conduct a strategic review of the Procurement function to make it a model of best practice.	Apr-24	Corporate Director Resources
	The Procurement function of the Council will introduce a standard set of terms and conditions for contract awards.	Mar-24	Corporate Director Resources
	The Council will review and resolve the issue of the Councils Wi-Fi at the Town Hall		
	CEO and CMT to consider current relationship standing with the trade unions and agree actions that might further promote better working relationships.		Dec-24

Initiatives supporting the recommendation already in train prior to LGA CPC Review	Actions Taken Post LGA CPC Review	Supporting Documents for More Information / contact officer	Completed
Financial implications of service insourcing have been received. They are currently being quality checked by senior finance staff before inclusion in the MTFS	Initial recommendations have been proposed by the Corporate Director Resources during Autum 2023; These are being considered as part of a wider structural review of the Resources Directorate.		
	Initial recommendations have been proposed to the Corporate Director Resources during Autum 2023; These are being considered as part of a wider structural review of the Resources Directorate.		
	Initial recommendations have been proposed by the Corporate Director Resources during Autum 2023; These are being considered as part of a wider structural review of the Resources Directorate.		
	We have appointed Khipu Networks to carry out an independent review of Wi-Fi and 4G/5G connectivity in the Town Hall in addition to working with our existing partners to address specific issues as they are identified.		
	Subject scheduled for discussion at CELT		

Recommendation	Action	Target Completion Date (indicative only)	Senior Responsible Officer
<p><b>Recommendation 17: Responsiveness</b> Review the council wide approach to handling member enquiries, complaints and freedom of information (FOI) requests to ensure less duplication, faster responses and greater efficiency.</p>	<p>The Council will complete a resource review of the Councils FOI, Members Enquiries and Complaints functions. The Council will complete a process review for member enquiries, complaints and FOI requests with a view to improving speed and efficiency.</p>	<p>Mar-24</p>	<p>Deputy CEO</p>
<p><b>Recommendation 18: 'People First'</b> Accelerate the 'People First' transformation programme and develop a clear narrative ensure a common understanding. (This should be entwined with the development of the strategic vision).</p>	<p>The Council will develop a clear, single narrative around transformation and improvement using the people first initiative to do so. The Council will develop a communications / wider culture change programme to promote a wider council staff identity and help break down silo's and support senior staff visibility.</p>	<p>Feb-24</p>	<p>CEO</p>

Initiatives supporting the recommendation already in train prior to LGA CPC Review	Actions Taken Post LGA CPC Review	Supporting Documents for More Information / contact officer	Completed
	Members Enquiries - An audit is taking place of the ME Service starting first week of February which will form the basis of a process review of the service and one of the targets will be to improve speed and efficiency.		
	Complaints – A process review will be taking place in Jan 2024 as the Local Government and Social Care Ombudsman is bringing in a new complaints code which will apply council wide and oblige us to review and change our processes as the code is statutory. The code has shorter timelines than our current timelines (10 working days for stage 1s instead of current 20 working days) and will force us by default to have faster and more efficient responses. The LGSCO held a consultation which closed on 23rd November. Head of Information Governance responded on behalf of the council. A paper/report of the likely impact of the code and the complaints service review will be submitted to senior management including the Deputy CEO in December 2023.		
	FOIs- This has already happened due to the ICO Practice Recommendation of July 2023 which was completed and submitted successfully on 10th October 2023 .. We met the ICO targets and have maintained a high level of performance since of over 90 percent.	<a href="#">Freedom of Information Act 2000 (Section 48) Practice Recommendation</a>	
		<a href="#">ICO Action Plan</a>	
		<a href="#">Response Letter to ICO</a>	
	Communications Service is mapping this development work for internal communications programme Investers In People Award Achieved (Silver + 11 flecks of Gold up from 8 previously)		