

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