

## 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. **The best value plan seeks to rebuild trust in the areas where this has, or is perceived to have, broken down.**

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              |
|----------------------------|---|--|--------------|------------------------|
| <b>Investing in People</b> |   |  |              |                        |
|                            | Publication of quarterly, printed Directorate Newsletters (Your Directorate, Your Voice)                                | <ul style="list-style-type: none"> <li>• Council wide initial newsletter to launch the project</li> <li>• Finalise first edition for each directorate and issue in the first week of March 2015</li> <li>• Agree quarterly publication schedule</li> </ul> | Simon Kilbey | Feb 2015<br>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"> <li>• Develop, test and consult on content</li> <li>• Demonstrate site at focus groups and key stakeholder meetings</li> <li>• Engage managers to use the site to collect baseline information</li> </ul>               | Simon Kilbey | March 2015             |

|  |   |   |                                       |                                 |
|--|---|---|---------------------------------------|---------------------------------|
|  |   | <ul style="list-style-type: none"> <li>• Launch site</li> </ul>   |                                       |                                 |
|  | Develop Continuous Improvement Groups   | <ul style="list-style-type: none"> <li>• Identification of group members</li> <li>• Creation of work programme for each group</li> </ul>  | Simon Kilbey                          | April 2015                      |
|  | Create a staff suggestion scheme  | <ul style="list-style-type: none"> <li>• Launch of interactive site including e-form</li> </ul>   | Simon Kilbey                          | March 2015                      |
|  | Create Your Voice Ambassadors to convey key messages and feedback staff views | <ul style="list-style-type: none"> <li>• Agree training package</li> <li>• Recruit Ambassadors</li> <li>• Launch project</li> </ul>   | Simon Kilbey                          | April 2015                      |
|  | Refresh the Staff Recognition Scheme  | <ul style="list-style-type: none"> <li>• Hold focus groups to gather views and suggestions</li> <li>• Launch video clips on the intranet and test the level of engagement</li> <li>• Present proposals to staff forums</li> <li>• Launch new scheme</li> </ul>  | Simon Kilbey                          | May 2015                        |
| <b>Relationship Management and building consensus around improvement</b> |   |   |                                       |                                 |
|  | Rebuilding elected member relationships                                       | <ul style="list-style-type: none"> <li>• LGA facilitated forum to review elected member and senior officer relationships – annual for 3 years</li> <li>• Mayor and elected member engagement in design of LGA support</li> <li>• Develop an action plan to respond to recommendations of above review</li> <li>• Deliver and monitor action plan</li> </ul> | Steve Halsey/<br>Mayor/ Group Leaders | May 2015; May 2016 and May 2017 |
|  | Ensure Executive is open to scrutiny  | <ul style="list-style-type: none"> <li>• Mayor to attend and answer questions at a public meeting of the Overview and Scrutiny Committee at least once year</li> </ul>  | Mayor                                 | By March 2016                   |

|  |   |  |  |
|--|---|--|--|
|  | <ul style="list-style-type: none"> <li>• CE/HOPs and Corporate Director drop-in sessions open to all Councillors – twice a year for each</li> <li>• Councillors to be informed through Members' Bulletin of activities and events in their wards</li> <li>• Establish arrangements for annual performance appraisal of CE/HOPS and Corporate Directors to include accountability to Executive and Council</li> </ul>  | <p>CMT</p> <p>John McDermott</p> <p>Simon Kilbey</p> | <p>From April 2015</p> <p>From April 2015</p> <p>By July 2015</p>          |
| Develop cross party member working groups on key issues                            | <ul style="list-style-type: none"> <li>• Review model and lessons learnt from Members Diversity and Equality working group</li> <li>• Agree 1-2 areas to trial approach, linked to key priorities within Community Plan</li> <li>• Set up initial time limited project groups</li> <li>• Evaluate and review</li> </ul>   | Louise Russell/ John Williams                        | <p>March 2015</p> <p>April 2015</p> <p>May 2015</p> <p>December 2015</p>   |
| Ensuring member and officer relations are appropriately conducted and constructive | <ul style="list-style-type: none"> <li>• Review, strengthening and clarifying the Officer / Member protocol and scheme of delegations</li> <li>• Re-iterating within protocol requirement for officers to provide impartial advice to Mayor and all elected members</li> <li>• Refresher training for members and key staff</li> <li>• 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.</li> </ul> | 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"> <li>• Community, partner and cross party engagement and consultation</li> <li>• Consultation with Mayor</li> </ul>   | Louise Russell                                       | <p>October to March 2015</p> <p>March 2015</p>                             |

|                             |  |  |                                    |                                    |
|-----------------------------|--|--|------------------------------------|------------------------------------|
|                             |  | <ul style="list-style-type: none"> <li>• Agreed through Cabinet and full Council</li> </ul>  |                                    | July 2015                          |
|                             | Progress activity emerging from Constitution review            | <ul style="list-style-type: none"> <li>• Progress reported to General Purposes Committee Sept 2014 and constitution updates made</li> <li>• Governance review working group established to progress further constitutional issues</li> <li>• Review terms of reference to include consideration of role of Speaker and elected member access to information</li> </ul> | Monitoring Officer                 | <p>Sept 2014</p> <p>March 2015</p> |
| <b>Embedding best value</b> |  |  |                                    |                                    |
|                             | Ensuring all decisions are informed by best value requirements | <ul style="list-style-type: none"> <li>• 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</li> </ul>  | Louise Russell/<br>Matthew Mannion | April 2015                         |
|                             |  | <ul style="list-style-type: none"> <li>• Delivering key actions in respect of Procurement, Grants, Property and Communications as set out in the remainder of this Plan</li> </ul>   | As per respective plans            | As per plans                       |