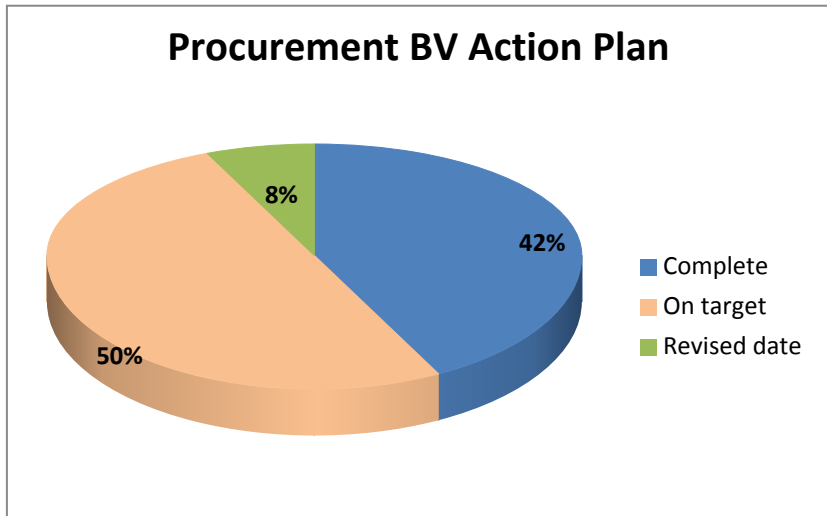


**Best Value Action Plan – September/October 2015 Update**

<b>Best Value Area</b>	<b>Procurement</b>	<b>Overall Delivery Status GREEN</b>
<b>Progress Summary</b>		
<p>The Best Value Procurement action plan supports a range of immediate improvements as well as broader transformation of the council's procurement practices. The action plan has been developed with consideration of the wider reform of public sector procurement recently implemented through the new Public Procurement Regulations 2015, Local Government Transparency Code and the launch of National Procurement Strategy 2015.</p> <p>The Procurement Action Plan has been structured around five key themes and will result in transforming the way the council undertakes procurement activities and engages with its suppliers. The five key themes are:</p> <ol style="list-style-type: none"> <li>1. Strategy and Vision</li> <li>2. Organisational Development</li> <li>3. Governance, Systems and Procedures</li> <li>4. Category Management</li> <li>5. Commercial, Contracts and Risk Management</li> </ol> <p><u>Key achievements</u></p> <p>Considerable work has already been completed to transform our procurement activity. This includes:</p> <ul style="list-style-type: none"> <li>• Detailed analysis of all third party expenditure for the financial year 2014-15 completed to identify key categories of third party spend and establish a clear category management strategy to ensure value for money (VFM) for these categories of spend, reduce costs and oversupply.</li> <li>• New Directorate Procurement Dashboards developed to identify opportunities for collaboration and savings from the council's third party expenditure.</li> <li>• New central contracts register linked to contract award implemented to capture all contracts above £25,000 including all procurement waivers.</li> <li>• New procurement training programme developed to improve procurement knowledge and skills across the organisation.</li> <li>• New operating model for Procurement Service developed – to go live from September 2015.</li> <li>• Improved Finance and Procurement controls introduced to increase compliance and transparency of spend across the organisation.</li> <li>• New supplier risk management initiative introduced (pre and post appointment).</li> </ul> <p>Of the agreed key milestones, only two are currently likely to require revised timescales due to further discussions between the new Corporate Director, Resources, the Mayor and lead Member for Resources.</p> <p>The chart below provides a summary of the council's position on the implementation of the Procurement action plan.</p>		



#### Broader Procurement Transformation

The recommendations and feedback from Commissioners has been considered and work is underway to incorporate these improvements as part of the wider Procurement Transformation Programme. Additionally, work has commenced in reviewing existing E-tendering solutions to ensure further streamlining of existing procurement practises and improved compliance on all third party expenditure.

#### Proposed Outcome Measures

We have developed a set of outcome measures which will be used to track our progress in transforming procurement and ensuring it provides value for money. An update is provided below:

OUTCOME	DATE	CURRENT STATUS
<b>Savings, Compliance and Value for Money</b>		
Refresh of procurement procedures, systems and governance resulting in minimal number of procurement waivers, full audit trails and central repository of all contracts over £5,000	April 16	<ul style="list-style-type: none"> <li>Review of existing procurement procedures has been completed to ensure compliance with new Public Contracts Regulations 2015. Subject to approval, proposed changes will go live from end of October 2015.</li> <li>Proposed improvements to minimise use of procurement waivers, strengthen existing systems and governance to achieve agreed outcome is scheduled for Resources DMT 7<sup>th</sup> October and Competition Board 12<sup>th</sup> October.</li> </ul>
Category Management strengthened and embedded resulting in increased transparency, reduced off-contract spend and savings opportunities from third party expenditure delivering excellent value for money.	April 16	<ul style="list-style-type: none"> <li>Following consultation with Competition Board and Financial Strategy Group a pilot Procurement Efficiency Group has been established with agreed terms of reference to achieve overall outcome.</li> <li>Chaired by the Head of Procurement, the membership consists of Directorate Finance Leads, Finance Compliance Manager and Procurement representative.</li> </ul>
<b>Modernising Procurement</b>		
New Central Procurement Service		<ul style="list-style-type: none"> <li>Re-organisation of Central Procurement Service is</li> </ul>

structure in place delivering effective compliance and efficient planned activity	Oct 16	<p>underway. Staff consultation has been completed.</p> <ul style="list-style-type: none"> <li>• Trade Union request to extend staff consultation has resulted in overall delay in achieving milestone date.</li> <li>• Awaiting Trade Union to complete to job evaluation.</li> </ul>
Supplier and Contract Monitoring role implemented delivering more effective contract and supplier management to maximise the opportunities for additional cost savings and non-financial benefits	April 16	<ul style="list-style-type: none"> <li>• New central Supplier and Contract Management function incorporated as part of the new Central Procurement Service</li> <li>• New supplier quality assurance systems to manage and review supplier quality and supply performance has been incorporated in the new Procurement Strategy.</li> </ul>
<b>Supporting Local Economies</b>		
Lean and efficient procurement practices to support greater take up by SMEs, including supplier briefing on all significant high value contracts.	April 16	<ul style="list-style-type: none"> <li>• Supplier briefing has been implemented on all procurement activity above the EU threshold and on selected procurement below the EU threshold.</li> <li>• Further improvement to existing e-sourcing activity has been proposed as part of the business case to automate all procurement above £5,000. Report scheduled for Competition Board 12<sup>th</sup> October.</li> </ul>
London Living Wage - increased target each year from current performance of 80% of all applicable contracts.	April 16	<ul style="list-style-type: none"> <li>• Application of all London Living Wage is included on all appropriate contracts.</li> <li>• Performance is reported to Competition Board on a quarterly basis as well as through the annual procurement report</li> </ul>
Community Benefits –employment and community benefits monitored and tracked to maximise benefits for local residents and demonstrate the impact achieved	April 16	<ul style="list-style-type: none"> <li>• Monitoring and tracking of benefits secured through new procurement is currently devolved to directorate contract managers with no central visibility on performance.</li> <li>• To be addressed through the new Central Supplier and Contract Management function and introduction of the new Supplier Quality Assurance System.</li> </ul>

**Best Value: Procurement Action Plan BVPRP meeting 21 October 2015**

Strategy & Vision

Action / Recommendation	Lead
New Procurement Strategy	Zena Cooke / Zamil Ahmed

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New three year Procurement Strategy to go live from January 2016.	Zena Cooke / Zamil Ahmed	Dec-15	<b>Target revised</b>	80%	Draft Procurement Strategy has been developed and reviewed by Councils Strategic Competition Board on 01/09/2015.  Commissioning and Procurement workshop agreed with the Mayor to take place Oct/November to inform new strategy. Revised deadline for December 2015.	Need for a corporate Commissioning and Procurement Strategy is also being investigated and may result in the need to delay launch. Revised deadline agreed with Commissioners

Action / Recommendation	Lead
New Supplier Ethical Code of Conduct	Zena Cooke / Zamil Ahmed

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New Ethical Code of Conduct to be updated to reflect legislative changes, Council policies and procurement best practice	Zena Cooke / Zamil Ahmed	Sep-15	<b>Complete</b>	100%	New Ethical Code of Conduct has been developed and cleared through Strategic Competition Board. Report scheduled for CMT 8 September	

Organisational Development						
Action / Recommendation		Lead				
Leadership and strategic alignment of procurement with Finance Director/s151 Officer, Executive and elected member champion for procurement		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
An annual procurement report to senior managers, Cabinet and Overview and Scrutiny on procurement practices, outcomes and developments across the organisation	Zena Cooke / Zamil Ahmed	Sep-15	Complete	100%	Full year third party expenditure analysis has been completed and cleared by Competition Board and CMT. Scheduled for 6 <sup>th</sup> October MAB	.
New procurement training programme for elected members	Zamil Ahmed	Dec-15	On Target	20%	Training options around the scope and delivery has been investigated to incorporate new Public Contracts Regulation 2015 and internal governance process.	

Action / Recommendation		Lead				
Central monitoring of contracts and compliance to Council's Procurement Procedures		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Business case for increasing compliance through procurement re-organisation to be developed	Zena Cooke / Zamil Ahmed	Oct-15	Target Revised	70%	Discussions held with Audit/Legal/Finance Service Managers on the scope. Directorate Procurement Leads have been identified to form part of the transformation project. Business Case scheduled for October Competition Board and CMT.	Original deadline of September 2015 was revised to October 2015 following discussion with Commissioners.
New operating model to go live from September 2015	Zena Cooke / Zamil Ahmed	Oct-15	Target Revised	70%	Re-organisation of Central Procurement Service is underway. Staff consultation has been completed and the new service is expected to go live from October 2015. ..	Trade Union request to extend staff consultation has resulted in overall delay in achieving milestone date. Original deadline of September 2015 was revised to October 2015 following discussion with Commissioners.

Action / Recommendation	Lead					
New procurement training programme to develop procurement knowledge and skills across the organisation	Zena Cooke / Zamil Ahmed					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New procurement training programme to be launched to build better procurement competencies across the organisation by ensuring staff are equipped with the knowledge, training and practical skills needed to derive maximum benefit from procurement practices	Zena Cooke / Zamil Ahmed	Sep-15	<b>Complete</b>	100%	Targeted training programme has been implemented with a combination of one-to-one and group training. Specific service areas have been targeted to develop procurement skills, knowledge and to bring officers up to date with the new PCR 2015 requirements. A total of 9 training sessions spread across directorates has been completed. New Procurement training programme has been developed and agreed by Competition Board (8/6/2015). Mandatory for all officers involved in Commissioning and Procurement.	
Completion of training to be mandated for all officers with procurement and commissioning responsibilities	Zena Cooke / Zamil Ahmed	Sep-15	<b>Complete</b>	100%	As above.	

Governance, Systems and Procedures

<b>Action / Recommendation</b>		<b>Lead</b>				
A central register of all contracts		Zena Cooke / Zamil Ahmed				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
New central contracts register linked to contract award being developed to capture all contracts above £25,000, including all RCDA and linked to spend to increase compliance and minimise use of RCDA	Zena Cooke / Zamil Ahmed	Apr-15	<b>Complete</b>	100%	Detailed procurement category spend analysis has been implemented. All procurement spend, contracts including RCDA have been reviewed with officers within each directorate. Central Contracts Register is in place showing all contracts above £25k including all RCDAS and legacy contracts. Contracts Register has also been updated to ensure compliance with the Transparency Code requirements.	



Action / Recommendation		Lead				
Reconciliation of contracts listing to financial data		Service Head Finance and Procurement				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Implementations of directorate Procurement dashboards to identify opportunities for collaboration and identify drive further savings from Councils third party spend	Zena Cooke / Zamil Ahmed	May-15	Complete	100%	New Directorate Procurement Dashboards developed and agreed with Strategic Competition Board, and sent to all directorate Finance Service Heads and Corporate Directors on 18/05/2015. Procurement dashboards are updated and monitored quarterly with directorate finance officers. Dashboards developed to provide corporate and directorate visibility of all procurement spend, off contract spend, savings opportunities and purchasing card holders.	Full year analysis completed and cross referenced against internal systems and records. Scheduled for SCB clearance 8 May.
Improved Finance and Procurement controls to increase compliance and transparency of spend across the organisation	Zena Cooke / Zamil Ahmed	May-15	Complete	100%	A Compliance Framework has been implemented to align with financial regulations and procurement procedures. Compliance escalation process has been agreed with Financial Strategy Group and communicated to Finance Managers Group.	

Action / Recommendation		Lead				
Clear audit trails in place for all procurement activity in accordance with the Procurement Procedures		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Review of existing Procurement thresholds to comply with Transparency Code requirements	Zena Cooke / Zamil Ahmed	Jan-16	On Target	50%	Review completed with recommendations and proposals scheduled for Competition Board 12 October.	
Automate all procurement over £5k through the e-tendering portal and publish as part of Transparency Code	Zena Cooke / Zamil Ahmed	Jan-16	On Target	50%	Business Case has been developed and scheduled for Resources DMT 7 <sup>th</sup> October and Competition Board 12 October.	
Link to central contracts register	Zena Cooke / Zamil Ahmed	Jan-16	On Target	50%	Business Case has been developed and scheduled for Resources DMT 7 <sup>th</sup> October and Competition Board 12 October.	
Declaration of interest from staff involved in the procurement process centrally captured	Chris Zena Cooke / Zamil Ahmed	Jan-16	On Target	50%	Included in the re-vised procurement procedures and through the HR System.	To be centrally monitored through the implementation of the new procurement structure

<b>Action / Recommendation</b>	<b>Lead</b>					
Availability of signed contracts	Legal Services/Procurement					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Undertake a review of the current status on signed contracts	Legal Services / Procurement	Apr-16	<b>On Target</b>	20%	Initial discussions at March SCB completed. Will be picked up as part of the business case for overall e-sourcing improvement programme.	
Explore the possibility to deliver contracts by electronics means (e-tendering) to create a central repository of signed contracts	Legal Services / Procurement	Apr-16	<b>On Target</b>	20%	Several options are being considered as presented at the BV Programme Board on 22 May.	BV Programme Board recommendation was received on 30.04.2015 and will be progressed as per agreed actions.
<b>Action / Recommendation</b>	<b>Lead</b>					
Delegation and appropriate Member Engagement	Zena Cooke / Zamil Ahmed					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
New guidelines and executive member engagement in contracts award to be presented to MAB	Zena Cooke / Zamil Ahmed	Apr-15	<b>Complete</b>	100%	Guidelines developed and implemented	Guidelines to be further considered by new Mayor and Cabinet
New procurement training, reflecting new guidelines, programme for executive members (as per timescale set out in action 2)	Zena Cooke / Zamil Ahmed	Apr-15	<b>Complete</b>	100%	Training options around the scope and delivery is been investigated to incorporate the new Public Contracts Regulation 2015 and internal issues. Will be implemented as per timescale in action 2 (Dec 2015)	

Category Management						
Action / Recommendation	Lead					
Review of third party and commissioned spend	Zena Cooke / Zamil Ahmed					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Complete spend analysis to identify key categories of third spend and have a clear category management strategy in place to ensure value for money (VFM) for these categories of spend, reduce costs and oversupply	Zena Cooke / Zamil Ahmed	Sep-15	Complete	100%	Detailed third party procurement spend analysis has been completed for FY 13/14 and FY14/15. A number of cross directorate procurement savings opportunities are being progressed including; new security services framework, training, removals etc. Outcome presented to Competition Board (08/06/2015) and scheduled for CMT 29/06/2015.	
Directorate and corporate spend dashboards to be developed to support savings challenge programme	Zena Cooke / Zamil Ahmed	Sep-15	Complete	100%	Resources Dashboard completed and agreed at Resources People and Procurement Board. Final directorate dashboards will be presented at the 27 April SCB meeting. Procurement Dashboards developed to provide directorate visibility of all procurement spend, off contract spend, savings opportunities, purchasing card holders. Dashboards developed, presented to and cleared by competition Board (8/05/2015). Sent to all directorate Finance Service Heads and Corporate Directors on 18/05/2015.	

Commercial, contracts and risk management						
Action / Recommendation		Lead				
Partnering and Collaboration		Competition Board / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
All significant procurements are assessed pre-procurement to identify the optimum route to market	Competition Board / Zamil Ahmed	Mar-16	On Target	20%	Implemented as part Tollgate Process. An analysis of all contracts expiring during 2016-18 has been completed to examine options for collaborations and to initiate early market engagement to examine options.	
Action / Recommendation		Lead				
Develop a corporate approach to contract management to ensure best value and effectiveness from supply chain through better relationship management		Zena Cooke / Zamil Ahmed				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Integrate contract management within the Councils procurement and commissioning models	Zena Cooke / Zamil Ahmed	Jan-16	On Target	20%	The terms of reference for Strategic Competition Board and Competition Planning Forum has been updated and agreed at March SCB meeting. New central Commercial and Contracts Monitoring role has been factored into the new procurement structure to lead on the development of a new Contract Management toolkit and delivery of the milestone.	

Implementation of a contract management procedure /toolkit to facilitate contract monitoring to ensure consistency on contract management, performance and raise the standard of contract management across the Council	Zena Cooke / Zamil Ahmed	Jan-16	<b>On Target</b>	20%	New central Commercial and Contracts Monitoring role has been factored into the new procurement structure to lead on the development of a new Contract Management toolkit and delivery of the milestone.	
<b>Action / Recommendation</b>	<b>Lead</b>					
Supply Chain Risk Management to be integrated into Procurement processes	Zena Cooke / Zamil Ahmed					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
High value and strategic contracts to be identified and monitored centrally to minimise failure of Councils Supply Chain	Zena Cooke / Zamil Ahmed	Mar-15	<b>Complete</b>	100%	A web based Supplier Risk Management tool (DNBi) has been implemented and presented at the March Strategic Competition Board.	Contract Managers will receive instant alerts as well as quarterly information on changes supplier financial ratings and payment performance.
Supply Chain resilience risk (pre and post appointment) to be introduced and monitored through Competition Board	Zena Cooke / Zamil Ahmed	Mar-15	<b>Complete</b>	100%	The terms of reference for Strategic Competition Board and Competition Planning Forum has been updated and agreed at March SCB meeting. New central Commercial and Contracts Monitoring role and regular reporting to SCB.	

## Best Value Action Plan – September/October 2015 Update

Best Value Area	Grants	Overall Delivery Status: <b>GREEN</b>
<b>Progress Summary</b>		
<p>Considerable work has been undertaken to review and develop new approaches to and processes for grant giving with the Commissioners. Delivery against the Grants Action Plan has been strong.</p> <p><i>Mainstream Grants (MSG)</i>            The Commissioners approved to ‘rollover’ a range of MSG Grants from the 2012-15 programme whilst new 2015-2018 scheme was developed. The new Mainstream Grants Programme programme has now been agreed and projects have commenced delivery of the outcomes agreed.</p> <p><i>Grant Schemes</i>            The Council is adopting a more strategic and coordinated approach to grant management more generally. A Corporate Grants Register which brings together all key schemes across the Council has been developed. Work to ensure that the Council’s grant arrangements are joined-up will be supported by a new consolidated grants service. Progress to date includes publication of a TH Grants Officers Manuel, improvements to monitoring arrangements and a schedule of risk based audits.</p> <p><i>Governance</i>            Under the Secretary of State’s Directions, grant making is a Commissioner function. It is also recognised that existing grant schemes are currently subject to different development arrangements. A key priority over the next few months is to develop and agree appropriate governance, including how to ensure that the priorities, knowledge and views of the Executive and non-Executive Members inform the grant making process.</p> <p><i>Transparency</i>            Work to improve transparency in relation to grants is on track, including with grant decision making taking place in public. In addition, a new public Grants Information Portal which will enable access to a comprehensive range of information including at organisation and project level.</p> <p><i>Community &amp; Voluntary Service Strategy</i>            The Council’s existing Third Sector Strategy is being refreshed. The review provides an opportunity to ensure that the sector’s role if aligned with, and support the delivery of, the Council, and Partnership’s key priorities. Scoping work has been undertaken, a schedule developed and a major consultation event with the third sector held.</p> <p><i>Potential Outcome Measures</i>            Better understanding the impact of grants and the outcomes they deliver is central to delivery of the Grants Action Plan. Improved monitoring arrangements and an independent evaluation of grant making are being developed to support this.</p> <p>Performance measures are being clearly set out for each grant scheme. For example, in relation to MSG there are clear outcome measures for each MSG theme. In addition, there will be a rolling, independent evaluation of grants to the third sector. This work will help identify, in a meaningful way, change that is attributable to specific grant work and inform the Council’s strategy for working with the third sector going forward.</p> <p>A significantly improved Grant Offer letter has been developed in order to ensure the delivery and capture of targeted output and outcome measures. A detailed report on monitoring processes and</p>		

arrangements has been prepared and will be presented to the PRG on 15 October 2015. The MSG evaluation framework has now been completed and is going through the procurement process. Additionally, all new grant programmes such as the Tower Hamlets Community Fund and the Community Buildings Support Scheme will have clear performance measures identified prior to launch with an evaluation framework built in from the start.



**Best Value: Grants Action Plan - BVPRP meting 21 October 2015**

Strategy and Delivery

<b>Action / Recommendation</b>		<b>Lead</b>				
Ensure service continuation pending agreement of new Mainstream Grants Programme		Zena Cooke				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Obtain Commissioners approval for a process and timescale for extending the 2012-15 Mainstream Grants (MSG) programme	Zena Cooke	Apr-15	<b>Complete</b>	100%		
Review all existing MSG grants in accordance with the agreed project delivery and risk process and undertake appropriate Equalities assessments	Zena Cooke	Apr-15	<b>Complete</b>	100%		
Commissioners consider evaluations and determine project extensions	Zena Cooke	Apr-15	<b>Complete</b>	100%		
Service agreements with additional outputs and outcomes for length of extension	Zena Cooke	Apr-15	<b>Complete</b>	100%	It is understood that all Service Level agreements in respect of MSG rollover projects have been completed.	

Monitoring processes agreed and implemented	Zena Cooke	Apr-15	<b>Complete</b>	100%	The updated THC Grant Officers Manual was launched in December 2014. Grant Officer workshops have taken place. Monitoring must be undertaken in line with agreed systems, controls and process. Note - For purposes of the MSG rollover all Amber rated projects irrespective of value will receive a monitoring visit.	
Review of 2012/15 reported to Corporate Management Team, Cabinet and Overview and Scrutiny Committee (O&S)	Zena Cooke	By March 2016	<b>Target Revised</b>	50%	The original timeline was set prior to the agreement to extend the 2012 to 2015 programme. The workload associated with the delivery of the MSG Programme has meant that this action has slipped. Commissioners have been kept informed and a revised timeline agreed with them. The Evaluation document has now been drafted and procurement will be undertaken during September to enable an independent assessment of the 2012 to 2015 MSG programme and a rolling evaluation of the 2015 to 2018 MSG programme as well as all other appropriate grants. The review of the 2012 to 2105 programme will complete by December 2015. Reporting will be undertaken during quarter 4 of this financial year.	<p>The 2012 to 2015 programme ended on 31st August 2015. Monitoring of the final quarter is scheduled to complete in September. The evaluation of the 2012 to 2015 MSG programme is scheduled to take place between October and December. The report will then be considered during January to March 2016 (CMT, Cabinet and O&amp;S).</p> <p>Original deadline of April 2015 was revised to March 2016 following discussion with Commissioners.</p>

Develop communications plan to keep voluntary and community sector informed throughout process	Zena Cooke	Apr-15	<b>Complete</b>	100%	Officers have put in a communication infrastructure to enable voluntary and community organisations to be informed.	
<b>Action / Recommendation</b>						
<b>Lead</b>						
Deliver 2015-18 Mainstream Grants Programme	Zena Cooke					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Review the MSG programme to take account of emerging community and Strategic Plan priorities and rationalise “themes” accordingly	Zena Cooke	Sep-15	<b>Complete</b>	100%		
Criteria, desired outcomes, process and timescales agreed	Zena Cooke	Sep-15	<b>Complete</b>	100%		
Report on outcomes of appraisals	Zena Cooke	Sep-15	<b>Complete</b>	100%		
Commissioners decision on grant assessments	Zena Cooke	Sep-15	<b>Complete</b>	100%		
Completion of service agreements with providers	Zena Cooke	Oct-15	<b>Target Revised</b>	60%	Officers are completing service agreements for 131 projects in line with the decision of the Commissioners Meeting In Public on 29th July. A new Offer letter to complement the impact of change has also been drafted.	Increased focus on completing negotiations with funded organisations.  Risks: some projects will not be in a position to start project delivery without the initial payment and payment will not

					Commissioners have been kept informed of progress. Grant Officers have now prioritised this above all other areas of work	be made until such time as Grant Offer Letters have been signed. Work in hand to complete by end October. Revised target agreed for October 2015
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<b>Action / Recommendation</b>	<b>Lead</b>
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Bi-Annual Update of Community and Voluntary Service Strategy	Louise Russell / Zena Cooke
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Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Review all existing grant regimes (and other forms of aid) and their alignment to emerging Community Plan and Strategic Plan priorities, MTFP, voluntary sector compact and other key strategies	Louise Russell / Zena Cooke	Mar-16	On Target	50	All grant schemes identified and review to be undertaken	
Consultation and engagement on priorities for 3 <sup>rd</sup> sector	Louise Russell / Zena Cooke	Mar-16	On Target	10	Initial discussion with Third Sector Advisory Board. Full engagement schedule being developed. Meetings with cross directorate officers have taken place. Initial scope and key questions agreed with Deputy Mayor. Initial consultation event with VCS 04/09/15.	
Market assessment for alternative service providers	Louise Russell / Zena Cooke	Mar-16	On Target	0	As part of strategy development	

Report to Commissioners/ Cabinet (post Directions)	Louise Russell / Zena Cooke	Mar-16	On Target	0		
Governance Arrangements						
<b>Action / Recommendation</b>						
<b>Lead</b>						
Identify all key grant streams, timelines and existing governance and award arrangements	Zena Cooke					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Report to Commissioners with proposed approach to ongoing decisions for all streams	Zena Cooke	Jul-15	Complete	100%		
<b>Action / Recommendation</b>						
<b>Lead</b>						
Improve grant approval processes	Zena Cooke / Everett Haughton					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Ensure clear specifications, outputs and outcomes in advance, which differentiate between capacity building, innovative pilots and mainstream service delivery	Zena Cooke / Everett Haughton	Dec-15	On Target	80%	Grants Register completed and MSG specifications and outcomes delivered. Final work around regularising other grants to replicate process.	Original deadline of July 2015 was revised to December 2015 following discussion with Commissioners.
Codify all grant appraisal and approval processes in one compact compliant framework	Zena Cooke / Everett Haughton	Dec-15	On Target	80%	See above. Will be complete by December 2015.	Original deadline of July 2015 was revised to December 2015 following discussion with Commissioners.

Action / Recommendation		Lead				
Ensure and embed open and transparent of decision-making	Zena Cooke / John Williams					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Publish arrangements for Commissioner executive decision-making relating to grants	Zena Cooke / John Williams	May-15	Complete			
Publish forward plan for decision-making and timetable review programme for O&S Committee	Zena Cooke / John Williams	May-15	Complete			
Develop Mayor and cross-party consultation and review forum	Zena Cooke / John Williams	Oct-15	Target Revised	30%	Draft paper produced setting out the decision making process, including Overview and Scrutiny. Meeting being arranged with the Commissioners to consider the proposed process.	To assess alignment with OSC arrangements. Complete by October 2015.  Original deadline of May 2015 was revised to October 2015 following discussion with Commissioners.
Ensure all grant "contracts" over £5,000 are included in the Council's contracts register	Zena Cooke / John Williams	May-15	Complete			
Publish all grant awards on the Council's website	Zena Cooke / John Williams	May-15	Complete			

<b>Action / Recommendation</b>		<b>Lead</b>				
Develop robust evaluation of impact of grant programmes		Zena Cooke				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Annual review of approvals, outcomes and developments to CMT, Cabinet and Overview and Scrutiny Committee for all grant supported activities	Zena Cooke	Mar-16	<b>Target Revised</b>	50%	Tender for evaluation programme in development and to be externally procured.	Original deadline of April 2015 was revised following discussion with Commissioners.
Programme evaluations commissioned for all grant regimes	Zena Cooke	Mar-16	<b>On Target</b>	50%	Included in above tender	
<b>Action / Recommendation</b>		<b>Lead</b>				
Review arrangements post Commissioners for future executive decision-making		Zena Cooke				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Establish cross party working group to develop proposals for future arrangements	Zena Cooke	Dec-15	<b>On Target</b>		Major grants including MSG process were referred to cross party members. There has been a developing dialogue between the new Mayor, Commissioners, Lead Member and Senior Officers on a new grants framework and decision making and consultative frameworks	Cross party group to build on arrangements for cross party grant support. Engagement with Mayor and Deputy Mayor with third sector responsibility to be undertaken

Discuss proposals with Commissioners	Zena Cooke	Jul-16	On Target		To be covered as part of the THCVS Strategy Refresh	
Agree proposals through Cabinet	Zena Cooke	Nov-16	On Target	0		
Briefing and training of members in relation to new proposals (Nov/Dec 2016)	Zena Cooke	Dec-16	On Target	0		
Management Arrangements						
<b>Action / Recommendation</b>						
<b>Lead</b>						
Ensure cost-effective management structures in place for new grant arrangements	Zena Cooke					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Consolidate all 3 <sup>rd</sup> Sector grant giving, monitoring and evaluation into one service	Zena Cooke	Oct-15	Target Revised	90%	<p>Report presented to CMT on 7th April. Consolidation of resources in respect of MSG in line with the CMT report is in its final stages.</p> <p>All MSG administration and monitoring work has now been centralised for the new programme.</p>	<p>A revised deadline of October 2015 is proposed to enable effective completion of the 2015 to 2018 MSG contracts process – resource focus has been on MSG and there is a requirement to consult staff.</p> <p>Original deadline of April 2015 was revised to October 2015 following discussion with Commissioners.</p>



<b>Action / Recommendation</b>		<b>Lead</b>				
Improve Monitoring Arrangements	Zena Cooke / Everett Haughton					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Update grants manual monitoring arrangements in line with internal audit recommendations	Zena Cooke / Everett Haughton	Sep-15	<b>Complete</b>	100%		
Training and development of staff on standard procedures and sign-off of monitoring visits	Zena Cooke / Everett Haughton	Oct-15	<b>Target revised</b>	95%		There is now a number of temporary staff in post who have yet to be fully trained. This training will be completed once the Grant Offer Letter negotiations have been completed. Commissioners agreed revision to deadline: end October 2015.
Management review process of all monitoring activity to ensure consistency	Zena Cooke / Everett Haughton	Sep-15	<b>Complete</b>	100%	A process overseen by the Third Sector Manager has been implemented enabling assurance monitoring checks at the appropriate intervals to be undertaken and validated in line with the Grants Manual.	
Undertake ongoing risk-based audit in conjunction with monitoring	Zena Cooke / Everett Haughton	Oct-15	<b>Target revised</b>	95%	Resources have been placed within Internal Audit Team to support the Third Sector Team in their business assurance role in grant making.	The restructure of the Third Sector Team scheduled to commence in October 2015, provides for a business assurance role to support risk based audit work in



conjunction with monitoring.  
Commissioners agreed  
revision to deadline: end  
October 2015.

## Best Value Action Plan – September/October 2015 Update

Best Value Area	Property	Overall Delivery Status GREEN
<b>Progress Summary</b>		
<p>The council owns, occupies or maintains around 860 non-HRA properties, valued at £1bn, located within the borough. The council also owns around £800m of HRA properties (the housing element is managed and maintained by Tower Hamlets Homes, the council's arms-length management organisation) as well as a further £50m of community assets. Considerable progress has been made to deliver the Property Best Value Plan – the majority of actions are complete and all are on target.</p>		
<ol style="list-style-type: none"> <li>1. Working arrangements with the Commissioners have been established including regular meetings and established decision making process via individual Commissioners' decision               <ul style="list-style-type: none"> <li>○ We have used the process to secure Commissioners' consent to sign off a number of transactions</li> <li>• Commissioners sighted on property tracker – setting out the property transactions that are in the pipeline/being considered</li> </ul> </li> <li>2. Disposals and lettings procedure               <ul style="list-style-type: none"> <li>• Financial regulations have been updated and reviewed by council's Asset Management Board and issued by the s151 officer.</li> <li>• Asset management manual – Property procedures for disposals and lettings has been finalised after agreement with Cabinet and review by O&amp;S.</li> <li>• Disseminated through Asset Management team meetings. Meetings arranged with key legal and finance personnel, published on the council intranet, members' bulletin.</li> <li>• Compliance will be tested through the council's rolling audit plan. Asset Managers will also be asked to confirm that the procedure has been complied with on each disposal/letting.</li> </ul> </li> <li>3. Community buildings allocation policy               <ul style="list-style-type: none"> <li>• Officers from Asset Management and the Third Sector team have met with the Commissioners to discuss this, particularly the interface with grants</li> <li>• The policy will incorporate policy on charging and lettings/allocation process</li> <li>• Plans include third sector team involvement in determining and assessing community need, outputs, use of buildings, rationalisation etc.</li> <li>• Member and Commissioner input to be sought and to be considered by council Cabinet in September 2015 and once agreed will be disseminated through team meetings, to key staff, Members etc.</li> </ul> </li> <li>4. Asset Strategy: Scoping, Principles &amp; Priorities Paper (+ Disposals Programme)               <ul style="list-style-type: none"> <li>• Been to and approved by CMT. Due to be considered at the next available Cabinet.</li> <li>• Sets out a framework for how the Council will determine its ongoing and future property needs, and move to a more fit for purpose, effective and efficient estate for the future.</li> <li>• Has been discussed with Commissioners and feedback incorporated into strategy.</li> <li>• The paper will drive a disposals programme by helping to identify surplus or inefficient property, help with the delivery of the civic centre project (which will also rely on disposals to fund the project).</li> <li>• As part of the above (workstreams and civic centre project) consideration will be given to introducing an asset rental account</li> <li>• In assessing surplus or underused sites for disposal, particular attention will be paid to ensuring that where school places can be achieved, these are highlighted and sites will be considered for new school and/or expansion provision.</li> <li>• Following agreement of the paper at Cabinet, officers will undertake the work set out in each workstream in order to deliver the full strategy. The implementation of the workstreams will enable the delivery of the full strategy within 6-9 months, although this is dependent on the</li> </ul> </li> </ol>		

council's service areas producing their service delivery plans.

#### 5. Governance

- Officers have discussed with the Commissioners what, if any, additional checks/references are needed on both elected members as well as bidders to include possible conflicts of
- Terms of reference for the Asset Management Working Group and Board have been reviewed and due to be formally agreed shortly.

#### **Outcome measures**

Some of the high level outcomes, that the delivery of the property section of the best value action plans aims to achieve, are:

- Own and occupy fewer buildings
- Reduce running costs of our buildings
- Maximise returns from income producing properties
- Increase occupancy levels of our buildings
- Maximise opportunities for co-location of services
- Review assets to identify other possible uses (housing, education etc.)
- Identify efficiencies in commercial estate management
- Improve use of planning gain
- Develop property information

These outcomes will be tracked by the following measures:

- Occupancy per M2
- Quantity of shared floor space in M2
- Total floor space in M2
- Number of interests disposed of and capital receipts delivered
- Positive decisions being made to retain and invest
- Positive decision being made to secure new property/long term assets
- Running costs per M2
- Total income per M2 from income generating assets
- Development of property information will enable targets to be set for:
  - o Improvements to average running costs
  - o Annual revenue savings
  - o Capital receipts that can be generated

One of the priority one projects that will flow from the adoption of the new Asset Strategy: Scoping Principles and Priorities paper is a high level operational property review. This is anticipated to take place within three months of Cabinet's adoption of the paper. This review will allow the collation of baseline data and allow the setting of medium to long term targets.

**Best Value: Property Action Plan - BVPRP meeting 21 October 2015**

**Immediate issues and agreement of working arrangements with Commissioners**

<b>Action / Recommendation</b>		<b>Lead</b>				
Outline (explain to commissioners) core operational estate requirements for the next five years and upcoming disposal rationale		Ann Sutcliffe				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Early meeting with Commissioners on the work of the service area, the look ahead and some of the key challenges. This would include a discussion on the scope of any pre disposal protocol	Ann Sutcliffe	Jan-15	<b>Complete</b>	100%		
<b>Action / Recommendation</b>		<b>Lead</b>				
Agree with Commissioners scope and clarification of role - what qualifies as disposal - clarification re discretionary and statutory functions and obligations - communication and relationship control - feedback on initial improvement plans and any further areas they want addressed		Ann Sutcliffe				
		Jan-15	<b>Complete</b>	100%		

<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Early meeting with Commissioners	Ann Sutcliffe	Jan-15	<b>Complete</b>	100%		
<b>Action / Recommendation</b>						
<b>Lead</b>						
Establish what if any additional checks/references are needed by bidders on conflict checks (commercial bidders declaring interest when putting proposals forward to buy a site within a sealed bid process.)	Ann Sutcliffe		<b>Complete</b>	100%		
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Discussion to be had with Legal and Risk team	Ann Sutcliffe	Mar-15	<b>Complete</b>	100%	Discussion held with the Head of Audit and Risk & Legal. Consideration being given to how best to address the issue.	
AMCB discussion required.	Ann Sutcliffe	Apr-15	<b>Complete</b>	100%		
Discussion and agreement with the Commissioners	Ann Sutcliffe	May-15	<b>Complete</b>	100%	Discussed at fortnightly property meeting	

<b>Policy and processes for property disposal reviewed and updated</b>						
<b>Action / Recommendation</b>		<b>Lead</b>				
Updated 'Asset Disposal' policy as part of the Council's financial regulations to be approved by S151 Officer as part of statutory duties. To include how disposal method will be determined (on a site-by-site basis)		Ann Sutcliffe				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned</b>
1. To be reviewed by the Asset Management and Capital Board (AMCB)	Ann Sutcliffe	Jan-15	<b>Complete</b>	100%		
2. Approved and issued by s151 Officer	Zena Cooke	Feb-15	<b>Complete</b>	100%		
<b>Action / Recommendation</b>		<b>Lead</b>				
Disposal and Letting manual used by Asset Management officers updated to align with the Council's financial regulations. To be approved and adopted by Cabinet. To include how disposal method will be determined (on a site-by-site basis)		Ann Sutcliffe				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
1. Approved by the AMCB	Ann Sutcliffe	Jan-15	<b>Complete</b>	100%		
2. Commissioners review and input sought	Ann Sutcliffe	Feb-15	<b>Complete</b>	100%		
3. CMT	Ann Sutcliffe	Feb-15	<b>Complete</b>	100%		
4. MAB	Ann Sutcliffe	Mar-15	<b>Complete</b>	100%		
5. Cabinet	Ann Sutcliffe	May-15	<b>Complete</b>	100%		

<b>Action / Recommendation</b>		<b>Lead</b>				
Compliance testing with revised protocols		Ann Sutcliffe				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
1. Undertaken through the planned audit process	Ann Sutcliffe	Mar-16	Target Revised			to be considered as part of any planned audit reviews which are then reported to Audit Committee
2. As part of the reporting process on each project confirmation of compliance with revised guidance	Ann Sutcliffe	Mar-16	Target Revised			to be included as part of any recommendation report on bids/tenders  Original deadline of May 2015 was revised following discussion with Commissioners.
<b>Review and clarification of community buildings allocation policy</b>						
<b>Action / Recommendation</b>		<b>Lead</b>				
Community Buildings Policy - Lettings and Charging Policy (draft status)		Ann Sutcliffe				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
1. Draft document being consulted on with Legal and finance	Ann Sutcliffe	Sep-15	On Target	20%		Dates further revised following discussion with Commissioners to ensure the interface between community
2. Report to AMCB.	Ann Sutcliffe	Sep-15	On Target	0%		
3. Lead Member/Commissioner review and input	Ann Sutcliffe	Oct-15	On Target	0%		



4. Cabinet/other approval	Ann Sutcliffe	Dec-15	On Target	0%		buildings and grants is taken into account.  Original deadline of May 2015 was revised following discussion with Commissioners.
<b>Action / Recommendation</b>		<b>Lead</b>				
Dissemination of new protocols to: Asset Management staff Finance and Legal (lead staff) Members briefing	Ann Sutcliffe / Zena Cooke / Melanie Clay					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
1. Briefing through Asset Management team meeting	Ann Sutcliffe / Zena Cooke / Melanie Clay	May-15	Complete	100%	scheduled for the AM/Business Support Meeting on the 13th April	
2. Briefing through 1:1 meetings with key finance and legal staff	Ann Sutcliffe / Zena Cooke / Melanie Clay	Sep-15	Complete	100%		
3. Guidance to be published in members bulletin	Ann Sutcliffe / Zena Cooke / Melanie Clay	May-15	Complete	100%	Submitted for inclusion in the Members' Bulletin. Procedure also uploaded to the intranet.	

<b>Action / Recommendation</b>		<b>Lead</b>				
Compliance testing with new protocols		Ann Sutcliffe				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
1. Undertaken through the planned audit process	Ann Sutcliffe	Mar-16	On Target			
2. As part of the reporting process on each project confirmation of compliance with revised guidance	Ann Sutcliffe	Mar-16	On Target			
<b>Asset and Disposal Strategy</b>						
<b>Action / Recommendation</b>		<b>Lead</b>				
Approval of the Council's Asset Strategy. Seek endorsement of disposal policy of surplus assets		Ann Sutcliffe				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
1. Draft programme to be agreed with AMCB	Ann Sutcliffe	Feb-15	Complete	100%		
2. Consultation/agreement with Commissioners on proposed process	Ann Sutcliffe	Feb-15	Complete	100%		
3. CMT/MAB consideration	Ann Sutcliffe	Oct-15	Target Revised	50%		The Asset Strategy (which has now been retitled the Asset Strategy: Scoping, Principles & Priorities Paper) is being reviewed following receipt of comments from the Commissioners and colleagues in other directorates. Once that comments are

						incorporated into the document, it will be reconsidered at CMT (September) before going to MAB and Cabinet (October) Original deadline of Sept 2015 was revised to October 2015 following discussion with Commissioners.
4. Cabinet/other approval	Ann Sutcliffe	Nov - 15	Target Revised	50%		Original deadline of July 2015 was revised to November 2015 following discussion with Commissioners.
<b>Action / Recommendation</b>		<b>Lead</b>				
Review and agree disposal programme for the next three years as part of an Asset Strategy Workstream		Ann Sutcliffe				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
1. Draft programme to be agreed with AMCB	Ann Sutcliffe	Feb-15	Complete	100%		
2. Consultation/agreement with Commissioners on proposed process	Ann Sutcliffe	Mar-15	Complete	100%		as part of the commissioner meetings
3. CMT/MAB consideration	Ann Sutcliffe	Oct-15	Target Revised	50%		Target date adjusted due to lack of Cabinet meetings following the election court judgement (relies on adoption of Asset Strategy SPPP) Original deadline of June 2015 was revised to

						October 2015 following discussion with Commissioners.
4. Cabinet/other approval	Ann Sutcliffe	November 2015	Target Revised	50%		Original deadline of June 2015 was revised to November 2015 following discussion with Commissioners.
<b>Action / Recommendation</b>		<b>Lead</b>				
Consider the introduction of an asset rental account (following implementation and embedding of Corporate Landlord Model)		Ann Sutcliffe				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
1. Consider paper at AMCB	Ann Sutcliffe	Oct-15	On Target	0		to be considered as part of the workstreams identified in the Asset Strategy and as part of the relocation of the Town Hall functions Original deadline of September 2015 was revised to October 2015 following discussion with Commissioners.

2. Consult directorates	Ann Sutcliffe	Nov-15	On Target	0		to be considered as part of the workstreams identified in the Asset Strategy and as part of the relocation of the Town Hall functions
3. Report to CMT (and MAB, Cabinet if appropriate)	Ann Sutcliffe	Dec-15	On Target	0		to be considered as part of the workstreams identified in the Asset Strategy and as part of the relocation of the Town Hall functions
4. Report back to Commissioners	Ann Sutcliffe	Dec-15	On Target	0		meeting to be scheduled

Governance						
Action / Recommendation	Lead					
Review and update terms of reference for Asset Management Working Group and Asset Management Board	Ann Sutcliffe					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Documents currently under review and to be considered by the Board and the Group	Ann Sutcliffe	Jul-15	Complete	100%	Documents reviewed and amendments made to update them.	to be circulated to AMWG and board members for their comments before ratification at respective meetings

## Best Value Action Plan – September/October 2015 Update

<b>Best Value Area</b>	<b>Communications</b>	<b>Overall Delivery Status GREEN</b>
<b>Progress Summary</b>		
<p>There has been strong progress towards the targets in the Best Value Plan on Communications. The Plan responds to the issues in the PriceWaterhouseCooper inspection report in which references to communications activity were relatively limited. It also provides a positive programme of work for the Council's Communications moving forward.</p> <p>The council has taken this increased scrutiny of Communications and how we do it as opportunity to re-visit our existing processes - there is a recognition that we have needed to improve in some key areas.</p> <p>Key Achievements so far include:</p> <ul style="list-style-type: none"> <li>• We have undertaken critical appraisal of our communications functions, resources and activities leading to a refreshed approach based on VFM principles for 2015/16;</li> <li>• We have updated the Communications protocol and this has been promoted widely to staff via internal communications channels;</li> <li>• We undertook an initial externally supported review of East End Life which explored alternative methods and channels for communicating with residents. This review also re-tested compliance with the Code of Recommended Practice on Local Authority Publicity, benchmarked with other councils and provided costed options.</li> <li>• Having now had an opportunity to review this further work the Mayor has instructed that the Council's communications should move to become fully compliant with the above Code by March 2016 at the latest. The review work to date demonstrates that there is likely to still be a case, related to cohesion and equality due to the nature of the borough and its residents, for communicating with local people, in some form which does not breach the code, more regularly than quarterly. To ensure that in fully complying with the code from March 2016, no part of our population is excluded from information, a wider review of the Council's communications is being commissioned to look at alternative approaches in the context of wider communications goals and our developing digital communications strategy. This review will be undertaken during October 2015. This will enable the Mayor to take a formal decision about a code compliant approach to future council communications during November, and 3 months' notice to be given in respect of print and distribution contracts to avoid associated penalties. It will also enable a formal restructure process to be undertaken in relation to staff to re-focus staff resources on the goals and approach agreed. Notice has been given to providers to enable an interim reduction in frequency prior to March 2016 with a move to fortnightly publication of East End Life due to be implemented from January 2016.</li> <li>• We have rolled out a Print and Design framework which is delivering significant savings. Panacea (the design framework) has been rolled out from April 1 with training given to staff. All marketing collateral now goes through Communications Service;</li> <li>• We have continued to develop a shift to digital communications with an agreed Digital Media Strategy now being implemented and a growing social media presence, which has seen a significant increase in the numbers of residents engaging with us through Twitter (where we now have 9,492 followers), Facebook and Instagram; and</li> <li>• We have continued to deliver popular and high profile campaigns such as Taste Brick Lane – a campaign to drive tourists, visitors and residents to businesses in Brick Lane during March - and the #50TH campaign celebrating the anniversary of the establishment of the London Boroughs. All of our campaign activity and planned, proactive work for directorates in line with the priority activities seeks to include sound monitoring processes and cost neutral activities where possible.</li> <li>• All of our campaign activity and planned, proactive work for directorates in line with the priority</li> </ul>		

activities seeks to include sound monitoring processes and cost neutral activities where possible.

We continue to make progress against the outstanding areas of work on our Action Plan.

Plans:

- We have provided support to the new Mayor in line with the Publicity Code and have delivered training sessions for relevant Mayor's office staff about their responsibilities under the Communications Protocol;
- We have developed and are delivering a Digital Communications Strategy to further promote our online communications and are working with colleagues across the council on the Digital Strategy and overall channel shift work;
- We have procured a new Content Management System (CMS) which will enable us to improve our SOCITM rating through an improved focus on mobile technology and increasing access, load times and back end functionality. This is one of the areas of work where the original timeframe has had to move from a target of June 2015 due to legal and procurement issues. The revised date of October 2015 has been agreed with the Commissioners;
- We will be developing service communications plans during the next few months which go into more detail than the overarching Communications Strategy however it is proposed that this work is delayed to take account of the external review of communications activity, which is due to report at the end of October.
- We have developed an updated Internal Communications Strategy, taking into account a shift into more online communications and aligning with HR initiatives like Your Workplace, Your Voice. This will seek to build upon improved digital functionality arising from the new CMS. This document will also benefit from a further update after the review of communications is completed;
- We have started to explore options for generating new revenue streams, seeking to maximise existing income activities.

We have identified a number of measurable outcomes to underpin the delivery of the Plan including:

- 90 per cent positive/neutral coverage of the council in the media as assessed in our quarterly performance monitoring reports. The latest quarterly monitoring report showed that the 90 per cent target has been exceeded. However, at the request of CMT, the service will be reviewing its approach to assessing media coverage to move towards a reporting mechanism that gives a clearer reflection of the work done to manage the council's reputation, including the different types of coverage generated. The new style reports will separate out political stories from those that more realistically reflect the work of the corporate communications function and will also present details of the service's wider work and the impact it has. The way in which communications activity is captured, reported and presented is another area which will be considered as part of the Communications review.
- 100 per cent of relevant Mayors' office staff have received training on Communications Protocol by end of August 2015. Training has been undertaken with the key staff who have been briefed on the overarching Communications Protocol, and also the media and branding guidelines that the council adheres to.
- Strategic Communications Plans agreed for key services by September 2015. The service currently works within the framework of the Publicity Plan for 2015 and as part of that has a detailed forward planning grid which maps out all planned communications activity. It was agreed that more detailed communications plans for key services would enable the council to be more proactive and strategic in its approach to communications. Initial consideration has been given to the service areas which would benefit from these plans (these are areas that reflect Community Plan themes and Mayoral priorities), however it is proposed that these are developed further following the external communications review in order to apply learning and recommendations from that review.
- Audit of compliance with Communications Protocol to provide substantial assurance;

- New CMS live by end of October 2015 and ongoing move towards becoming a digital council, with the aim of regaining 3\* SOCITM rating. We have made good progress towards this target, although the legal and procurement processes meant that the original timeframe for this work had to be pushed back. In October, content will be migrated to the new site, with new templates being cleaned and prepared and content management customisations finalised. This will be followed by training and final migration prior to go-live. The new functionality will enable the council to improve mobile technology and access, and will complement the council's wider work under its digital strategy. The intention is to follow this work with improvements to the council's intranet, which will in turn enable us to improve the way in which we communicate with council staff.
- Continued increase in Twitter followers with target of 10,000 by end of 2015. We are making excellent progress towards this target and currently have a following of 9,492 (as at the end of September 2015). Our analytics shows that the proactive engagement work that the service has been undertaking on social media is resulting in increased activity on the council's accounts and approaches like the like Twitter Q&A with the acting returning officer prior to the Mayoral elections in June are generating additional followers. We are also working to improve our social media presence through other channels, including Facebook and Instagram.



**Best Value: Communications Action Plan - BVPRP meeting 21 October 2015**

**Strategy**

<b>Action / Recommendation</b>	<b>Lead</b>
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Critical appraisal of all communications functions, resources and activities leading to refreshed approach based on VFM principles for 2015/16	Kelly Powell
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<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Complete review and incorporate results and recommendations in strategy and costed publicity plan	Kelly Powell	Mar-15	<b>Complete</b>	100%	Fully costed publicity plan produced and shared with CMT and Commissioners.	

<b>Action / Recommendation</b>	<b>Lead</b>
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New Communications Strategy	Kelly Powell
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<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Communications Strategy completed	Kelly Powell	Mar-15	<b>Complete</b>	100%	Communications strategy agreed by CMT	

Action / Recommendation		Lead				
New Communications protocol and style guide		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Develop a revised protocol combined with style guide providing clarity and support to all communicators	Kelly Powell	Apr-15	Complete	100%	Protocol revised and approved by CMT on 7/4/15	
Re-launch and mandatory training of all relevant staff about requirements of revised Code	Kelly Powell	Apr-15	Complete	100%	Protocol to be included in mandatory training for managers being rolled out mid-April and into May. Protocol to be re-launched on the intranet in early May	
Establish programme of testing to ensure compliance with Code	Internal Audit	Dec-15	On Target	10%	Discussions held with Internal Audit re programme	
Digital Focus						
Action / Recommendation		Lead				
Delivery of digital communications strategy		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New system to go live in May.	Oda Riska	Oct-15	Target Revised	75%	Successful procurement of new CMS completed in August 2015. Internal communications to staff about the changes have been issued via Managers' Briefing and intranet messages, which also require staff to review and audit existing pages to prepare	Original deadline of June 2015 was revised to October 2015 following discussion with Commissioners.

					for the transition to the new CMS. .	
Digital communication strategy developed to underpin and enable channel shift in range of Council customer facing activity including communication	Oda Riska	Jun-15	<b>Complete</b>	100%	Strategy agreed by CMT	
<b>Action / Recommendation</b>	<b>Lead</b>					
New web-based print and design management system	Kelly Powell					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Internal awareness / training programme to be launched to build better print and design procurement competencies across the organisation.	John Hoang	Apr-15	<b>Complete</b>	100%	Internal comms and engagement undertaken to raise awareness across the council	
Mandatory training for all staff with print and design responsibilities.	John Hoang	Apr-15	<b>Complete</b>	100%	Training is underway and due to be completed by end of April 2015	

East End Life Review						
Action / Recommendation		Lead				
Review of options for East End Life refreshing value for money assessment and including options for revised frequency		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Alternative methods and channels identified and costs explored in light of Digital Strategy above	Kelly Powell / Helen Watson	Apr-15	Complete	100%	Review and report complete and submitted to Commissioners 29/4	External review being commissioned to move to code compliance by March 2016. Reduced frequency to be introduced in meantime.
Compliance with Publicity Code re-tested	Kelly Powell / Helen Watson	Apr-15	Complete	100%	Included in review and further explored in subsequent analysis	
Alternative provision arrangements considered	Kelly Powell / Helen Watson	Apr-15	Complete	100%	Included in review and further explored in subsequent analysis	
Benchmarking and review of other boroughs	Kelly Powell / Helen Watson	Apr-15	Complete	100%	Included in review	
Fully costed options for delivery	Kelly Powell / Helen Watson	Apr-15	Complete	100%	Included in review and further explored in subsequent analysis	
Provide all elected members access to the review	Kelly Powell / Helen	Apr-15	Complete	100%	Considered by MAB. Sent to Group Leaders.	

Watson

**Refreshing Internal Communications**

**Action / Recommendation**

**Lead**

Align activity to HR strategy and develop knowledge-sharing culture

Kelly Powell

<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Complete plan for suite of products and activities to improve and raise profile of internal communications	Kelly Powell /John Hoang	Aug-15	<b>Complete</b>	100%	Proposals for an internal communications channel shift have been included in a wider Internal Communications Strategy document. The Internal Communications Strategy includes plans to raise the profile of internal communications through engagement events and activities, improvements to existing channels and further joint working with HR colleagues.	The Internal Communications Plan is still draft and needs to be submitted to CMT.
Develop evaluation and feedback mechanisms	Kelly Powell /John Hoang	Aug-15	<b>Complete</b>	100%	Included in the Internal Communications Strategy.	

Campaign planning and delivery						
Action / Recommendation		Lead				
Deliver timely, cost effective and high impact campaign programme with the council's 50 <sup>th</sup> anniversary as a centrepiece		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Delivery and financial planning delivering, where possible, cost neutral activities	Kelly Powell	Apr-15	Complete	100%	Campaign programmes are ongoing beyond April but planning activity undertaken and being discussed across directorates.	

Action / Recommendation		Lead					
Campaign partnerships established with other boroughs		Kelly Powell			Initial meetings held with other local authorities		Meetings to continue and joint planning opportunities to be identified.
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks	
Campaigns delivered taking advantage of economies of scale and broader reach and impact	Kelly Powell / Sharan Ahmed	Aug-15	<b>Complete</b>	100%	We have worked with LB Newham (as lead authority) on a campaign around the devolution of powers to a group of NE London authorities; with Hackney and Islington on the award winning ZEN zero emission network campaign - the project aims to improve air quality by encouraging businesses to use lower emission energy and travel options to help improve the environment and save money. We propose to join the Council Advertising Network (CAN) to explore potential additional revenue through website advertising. Other local authorities are part of this venture, which, in addition to potential for revenue raising for LBTH, includes opportunity to promote council campaigns more widely.	We will continue to work with other London boroughs where appropriate to take advantage of economies of scale and increased reach. We have started procurement processes to enable us to join CAN, subject to CMT approval.	

Action / Recommendation		Lead				
A detailed three year plan established as a flexible tool for forward planning and proactive media work		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Fully planned and costed projects wrapped around key events	Kelly Powell / Kelly Powell	Apr-15	Complete	100%	Communications activities for the year ahead agreed with services and reported regularly to Mayor's Office. Information fed into Managers' Planning document.	Ongoing reporting to CMT for media performance, as previously scheduled.
Resources more effectively used when reactive media work required	Kelly Powell / Kelly Powell	Apr-15	Complete	100%		
Income optimisation						
Action / Recommendation		Lead				
A robust business plan identifying new revenue streams, maximising existing income activities and providing a clear growth plan		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Review to consider options for trading	Sharan Ahmed (with CLC as required)	Dec-15	Target revised - to be finalised following Comms	75%	Initial analysis undertaken and it is proposed that this work is fed in to the external review of communications due to take place in October.	These areas of work will be considered as part of the externally commissioned review of



			<b>Review</b>			communications activity and are therefore subject to further development beyond the original timeframe agreed as part of this plan.
Business plan for communications revenues stream complete and approved	Sharan Ahmed (with CLC as required)	Dec-15	<b>Target revised - to be finalised following Comms Review</b>	75%	Business plan developed to include consideration of likely income to be generated from EEL as a fortnightly publication and income from One Stop Shop digital displays and the proposed membership of the Council Advertising Network (by placing adverts on the council's website). Ongoing discussions with LB Hackney regarding sharing sales resources/ targeting sales cross-borough. This work should also feed in to the review of communications in October and be developed further based on the outcome of this review.	
Review opportunities and approach to use of Council poster and other advertising sites	Sharan Ahmed (with CLC as required)	Dec-15	<b>Target revised - to be finalised following Comms Review</b>	75%	As above - opportunities have been reviewed but future options should also be considered as part of the review of communications activity in October.	

Promoting cohesion and equality						
Action / Recommendation		Lead				
Maximise reach and penetration of minority communities to support Community Plan and One Tower Hamlets objectives		Kelly Powell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Advisory group/s established	Kelly Powell	Nov-15	Target revised - to be finalised following Comms Review	50%	Exploratory meetings and initial discussions complete	
Accountability and performance						
Action / Recommendation		Lead				
Produce highly effective management information and data to enable robust evaluation of Comms activity and informed forward planning		Kelly Powell				

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Detailed, timely reporting that meets the needs of corporate and directorate business plans	Kelly Powell	May-15	Complete	100%	Regular reports submitted to DMT and CMT to be supplemented by development of Service based Communications Plans as agreed by CMT in April 2015	
<b>Supporting colleagues</b>						
<b>Action / Recommendation</b>					<b>Lead</b>	
Communications training and support programme developed	Kelly Powell					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
A suite of learning and development products aligned to organisational needs	Kelly Powell / Kelly Powell	Mar-16	<b>Target revised – requirements will depend on Comms Review outcome</b>	75%	Initial considerations of training and support needs undertaken within Comms Service and it is proposed that this work is fed into the external review of communications in October.	Full proposals to be considered by DMT

Mayor's media advisors						
Action / Recommendation	Lead					
Ensure Mayor's office media support offers value for money and complies with Communications Protocol	Kelly Powell					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Robust arrangements for monitoring activity of advisor contracts to be implemented including ensuring activity relates to role of Mayor and not in his political role	Service Head Democratic Services	Mar-15	Complete	100%	The advisor contracts were terminated in April and the current Mayor has indicated in his manifesto he will not be appointing any.	
Induction for Mayor's Media Advisors and training re Code and Protocol	Kelly Powell	Mar-15	Complete	100%	Induction meetings held	
Regular audit of media advisors' activity to be undertaken and reported to Audit Committee	Section 151 Officer	Dec-15	Complete	100%	The current Mayor has indicated in his manifesto he will not be appointing any	

## Best Value Action Plan – September/October 2015 Update

Best Value Area	Organisational Culture	Overall Delivery Status GREEN
<b>Progress Summary</b>		
<p>The aims of the Organisational Culture Plan are:</p> <ul style="list-style-type: none"> <li>• To ensure that the culture of the organisation continues to be one which strives for continuous improvement</li> <li>• To engage and invest in staff</li> <li>• To ensure relationships between groups of members and between members and officers are professional, respectful, open and honest</li> <li>• To rebuild trust in the areas where this has, or is perceived to have, broken down.</li> </ul> <p>In agreeing the plan it was recognised that this will be a staged process – all the actions within the full best value plan are being progressed and will impact on organisational culture as they are implemented and embedded. In addition, some activities in the plan will in themselves give rise to new actions which will further support the development of an effective best value culture.</p> <p>The plan incorporates how we invest in people, how we rebuild trust and how we embed best value. Key achievements include:</p> <ul style="list-style-type: none"> <li>• Improved internal staff communication including regular newsletters, Your Workplace Your Voice campaign, staff suggestions scheme and interactive intranet platform designed with staff input and now averaging 500 unique page views per week</li> <li>• Engagement of staff in theme based Continuous Improvement Groups looking at issues such as Harnessing Technology and Improved Customer Service</li> <li>• Creating Your Voice Ambassadors supported by development opportunities to embed the messages and seek feedback across the organisation</li> <li>• Refresh the Staff Recognition Scheme</li> <li>• Positive feedback from IIP interim inspection – already achieved Silver, aiming for Gold in year</li> <li>• Appointed external support to facilitate a forum to address trust issues</li> <li>• Increased openness and transparency through setting up HOPS and Corporate Director drop-in sessions for all elected members</li> <li>• Doing more to promote ward activities to elected members</li> <li>• Developing annual performance appraisal arrangements for HOPS/Corporate Directors</li> <li>• Mayoral attendance at OSC being programmed in to 15/16 programme</li> <li>• Ensuring all key decisions incorporate a consideration of best value implications</li> <li>• Instituted a Governance Working Party to consider areas of improvements to the constitution and committee working</li> <li>• Revised the Members' Code of Conduct to be considered by the Standards Advisory Committee</li> <li>• Established a review by SOLACE to lead to an action plan in relation to member and senior officer relationships</li> </ul> <p><b>Next Steps</b></p> <p>There were some initial delays in some aspects of the plan relating to working with elected members given the removal of previous Mayor and consequent election – these delays were fully discussed with Commissioners and work is now well in hand. The election of a new Mayor provided a platform for moving forward. Key next steps are:</p> <ul style="list-style-type: none"> <li>▪ Increase the number of Your Voice Ambassadors through greater promotion of the personal benefits for Your Voice Ambassadors</li> <li>▪ Continue to encourage interaction through the staff website and forums</li> </ul>		

- Mayor developing a Transparency Protocol to address issues around culture and transparency.
- New CE to further shape and promote organisational culture and behaviours
- Governance, constitution and Code of Conduct changes to be consulted on and progressed
- Solace review to be completed and action plan developed

### **Proposed outcomes and measures**

In delivering the plan, the key outcomes we are looking to achieve are:

- Staff engaged with and committed to delivering the Council's vision and priorities
- Improved clarity and understanding of formal roles and responsibilities of the Executive, non-Executive and senior officers of the Council in a Mayoral system
- Effective working relationships between elected members, and between elected members and senior officers, to enable all to work together to achieve the best outcomes for Tower Hamlets and its residents
- Community Plan with cross-party and cross-partner support establishing common outcomes to work towards
- A shared commitment to a set of agreed behaviours and cultural values to underpin formal roles and responsibilities
- A sustainable approach to maintaining and refreshing this shared commitment

The proposed measures include:

- IIP Gold

*Phase 1 of the IIP assessment was completed in April 2015 and achieved 22 of the 34 criteria required for the gold award. The assessor praised the increase in communication and engagement with staff and highlighted all completed actions within the best value plan as areas of good practice within the council. Phase 2 of the assessment will be undertaken in April 2016, once the new CMT and Mayor are fully embedded. This phase of the assessment will focus on leadership and management development, for which a new position of Leadership Development Manager will be advertised shortly, and the return on investment for staff learning and development opportunities.*

- Staff survey measures – motivation, views on leadership, values, priorities  
*In preparation for this assessment a staff survey will be undertaken in January. This will provide feedback and evidence improvements in the areas mentioned above, whilst highlighting any further areas of development.*
- Internal audit report on Best Value Actin Plan implementation – at least substantial assurance  
*Compliance testing will be undertaken on the key actions contained in the action plans for Procurement; Grants; Property and Disposal; and Communications. The audit will be completed by December 2015.*
- No Standards Committee complaints relating to member conduct  
*This is being monitored.*
- Mayoral attendances at OSC and other public fora  
*The Mayor has already attended OSC twice this municipal year, with further attendances planned. The Community Engagement Strategy which will be presented to Cabinet in April 2016 will consider Mayoral Assemblies.*

**Best Value: Organisational Culture Action Plan – BV Board meeting  
21 October 2015**

**Investing in People**

**Action / Recommendation**

**Lead**

Publication of quarterly, printed Directorate Newsletters (Your Directorate, Your Voice)

Simon Kilbey

**Milestone**

**Lead**

**Deadline**

**Status**

**% Comp**

**Action to Date**

**Action planned and risks**

Council wide initial newsletter to launch the project

Simon Kilbey

Feb-15

**Complete**

100%

Newsletter issued in January

Finalise first edition for each directorate and issue in the first week of March 2015

Simon Kilbey

Mar-15

**Complete**

100%

Newsletters issued for CLC, ESCW, D&R and LPG. Resources newsletter is with the printer and will be issued by the end of April

Agree quarterly publication schedule

Simon Kilbey

Mar-15

**Complete**

100%

Publication schedule complete

**Action / Recommendation**

**Lead**

Develop an interactive area on the intranet (Your Workplace, Your Voice) for staff to engage, comment and ask questions

Simon Kilbey

**Milestone**

**Lead**

**Deadline**

**Status**

**% Comp**

**Action to Date**

**Action planned and risks**

Develop, test and consult on content

Simon Kilbey

Mar-15

**Complete**

100%

Focus groups held

Demonstrate site at focus groups and key stakeholder meetings	Simon Kilbey	Mar-15	<b>Complete</b>	100%	demonstrations undertaken at various meetings/groups	
Engage managers to use the site to collect baseline information	Simon Kilbey	Mar-15	<b>Complete</b>	100%	presentations delivered to all SMTs as part of the liP preparations	Will also be discussed as part of the Managers' Essential training to be delivered in April and May
Launch site	Simon Kilbey	Mar-15	<b>Complete</b>	100%	Site launched 16th March	
<b>Action / Recommendation</b>	<b>Lead</b>					
Develop Continuous Improvement Groups	Simon Kilbey					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Identification of group members	Simon Kilbey	Apr-15	<b>Complete</b>	100%	Chairs of each CIG have identified and approached members	
Creation of work programme for each group	Simon Kilbey	Apr-15	<b>Complete</b>	100%	Facilitated sessions have been organised to develop the work programme, which will be presented to CMT	
<b>Action / Recommendation</b>	<b>Lead</b>					
Create a staff suggestion scheme	Simon Kilbey					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Launch of interactive site including e-form	Simon Kilbey	Mar-15	<b>Complete</b>	100%	Scheme launched 16th March	



<b>Action / Recommendation</b>		<b>Lead</b>				
Create Your Voice Ambassadors to convey key messages and feed-back staff views		Simon Kilbey				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Agree training package	Simon Kilbey	Apr-15	<b>Complete</b>	100%	Training package agreed and budget identified	
Recruit Ambassadors	Simon Kilbey	Apr-15	<b>Complete</b>	100%	Opportunity has been advertised through newsletters, THNet and presentations to all SMTs. Ambassadors recruited and looking to encourage more.	Undertaking additional targeted, focused recruitment and training.
Launch project	Simon Kilbey	Apr-15	<b>Complete</b>	100%	The project has been launched through various media. Operating models have been developed and agreed.	
<b>Action / Recommendation</b>		<b>Lead</b>				
Refresh the Staff Recognition Scheme		Simon Kilbey				
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Hold focus groups to gather views and suggestions	Simon Kilbey	May-15	<b>Complete</b>	70%	Survey issued to all staff through THNet. Low response received. Focus groups held during Managers' Essentials sessions and suggestions requested through course evaluation	Focus group sessions will take place at the next staff forum meetings in July

Launch video clips on the intranet and test the level of engagement	Simon Kilbey	May-15	<b>Complete</b>	100%	video clips launched 16th March	
Present proposals to staff forums	Simon Kilbey	May-15	<b>Complete</b>	100%	Initial presentations undertake. Follow up discussions to be held in July	
Launch new scheme	Simon Kilbey	Sep-15	<b>Complete</b>	100%	Online nominations have been launched and some awards will be presented at the conference in October.	Further work will be undertaken following feedback from the conference and once we know how the whole scheme fits with the workforce strategy.  Original deadline of June 2015 was revised to September 2015 following discussion with Commissioners.

<b>Action / Recommendation</b>	<b>Lead</b>
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Rebuilding elected member relationships	Steve Halsey/ Mayor/ Group Leaders
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<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
LGA facilitated forum to review elected member and senior officer relationships – annual for 3 years (May 2015; May 2016 and May 2017)	Steve Halsey/ Mayor/ Group Leaders	Sep-15	<b>Initial work complete</b>	50%	Programme of interviews with key officers and elected members completed and further discussion about action plan underway	Original deadline of March 2015 was revised to September 2015 following discussion with Commissioners.
Mayor and elected member engagement in design of LGA support	Steve Halsey/ Mayor/ Group Leaders	Sep-15	<b>Complete</b>	100%	Solace consultants met with Mayor and Group Leaders	

Develop an action plan to respond to recommendations of above review	Steve Halsey/ Mayor/ Group Leaders	Oct-15	Target Revised	0%	In discussion with Solace	Action Plan to be finalised based on recommendations
Deliver and monitor action plan	Steve Halsey/ Mayor/ Group Leaders	Oct-15	Target Revised	0%	In discussion with Solace	Robust delivery and monitoring arrangements will be put in place

Action / Recommendation	Lead
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Ensure Executive is open to scrutiny	
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Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Mayor to attend and answer questions at a public meeting of the Overview and Scrutiny Committee at least once year	Mayor	Mar-16	On Target	60%	The mayor has attended two meetings of the Overview and Scrutiny Committee since his election in June 2015 and has made a commitment to attend regularly	
CE/HoPS and Corporate Director drop-in sessions open to all Councillors – twice a year for each	CMT	Apr-15	Complete	100%	Sessions set up monthly for remainder of 2015	
Councillors to be informed through Members' Bulletin of activities and events in their wards		Apr-15	Complete	100%	Regular updates through Members' Bulletin planned	
Establish arrangements for annual performance appraisal of CE/HOPS and Corporate Directors to include accountability to Executive and Council	Simon Kilbey	Jul-15	Complete	100%		

Action / Recommendation	Lead
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Develop cross party member working groups on key issues	Louise Russell/ John Williams					
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Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Review model and lessons learnt from Members Diversity and Equality working group	Louise Russell/ John Williams	Mar-15	Complete	100%	Model reviewed and lessons identified	Outcome of review to be reported to Governance Working Group for consideration of next steps.
Agree 1-2 areas to trial approach, linked to key priorities within Community Plan	Melanie Clay/ Louise Russell	Oct-15	Target Revised	50%	Suggested areas emerging to be discussed at next Working Group – see below.	Original deadline of May 2015 was revised following discussion with Commissioners.
Set up initial time limited project groups	Melanie Clay/ Louise Russell	Oct-15	Target Revised	0%		Project groups to be set up at Governance Working Group Original deadline of May 2015 was revised following discussion with Commissioners.
Evaluate and review	Louise Russell/ John Williams	Dec-15	On Target	0%		

<b>Action / Recommendation</b>	<b>Lead</b>
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Ensuring member and officer relations are appropriately conducted and constructive	Monitoring Officer
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Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
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Review, strengthening and clarifying the Officer / Member protocol and scheme of delegations	Monitoring Officer	May-15	Complete	100%	The Standards Advisory Committee has approved a proposed revision of the Council's Code of Conduct and Arrangements for Handling Complaints for consultation with a view to making recommendations to the Council later in the year.	Consultation with elected members through their Group Leaders (and directly with unaligned members and co-opted members)
Re-iterating within protocol requirement for officers to provide impartial advice to Mayor and all elected members	Monitoring Officer	Jun-15	Complete	100%	This will be completed once the new Code of Conduct has been completed (the parent document)	
Refresher training for members and key staff	Monitoring Officer	Dec-15	Complete	100%	A training session for Members was held on 18 February 2015.	
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	Melanie Clay	Dec-16	Target revised			Original deadline of May 2015 was revised following discussion with Commissioners.

Action / Recommendation		Lead				
Development of refreshed Community Plan setting out key priorities		Louise Russell				
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Community, partner and cross-party engagement and consultation (October 2014 to March 2015)	Louise Russell	Mar-15	Complete	100%	Engagement campaign completed and informing draft Plan	
Consultation with Mayor	Louise Russell	Mar-15	Complete	100%	Discussion at MAB	

Agreed through Cabinet and full Council	Louise Russell	Sep-15	Complete	100%	Completed for May Cabinet but postponed to enable new Mayor to review. Slightly refreshed version on agenda for September Cabinet.	Original deadline of July 2015 was revised following discussion with Commissioners.
<b>Action / Recommendation</b>		<b>Lead</b>				
Progress activity emerging from Constitution review	Monitoring Officer					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
Progress reported to General Purposes Committee Sept 2014 and constitution updates made	Monitoring Officer	Sep-14	Complete	100%	Reported in September	
Governance review working group established to progress further constitutional issues	Monitoring Officer	Mar-15	Complete	100%	First meeting held, terms of reference and initial priorities agreed including access to information.	The Interim Monitoring officer proposed a work programme that clarifies roles for all involved, makes recommendations to the Council on Members Allowances and reviews all rules that apply to the Council's processes in accordance with a priority order determined by the elected members. The Mayor and Lead members have been briefed as to how Lead members can take control of use of rules that restrict the use of exempt and confidential information.
Review terms of reference to include consideration of role of Speaker and elected member	Monitoring Officer	Mar-15	Complete	100%	Terms of reference agreed and include these items	

access to information						
<b>Action / Recommendation</b>	<b>Lead</b>					
Ensuring all decisions are informed by best value requirements	Louise Russell/ Matthew Mannion					
<b>Milestone</b>	<b>Lead</b>	<b>Deadline</b>	<b>Status</b>	<b>% Comp</b>	<b>Action to Date</b>	<b>Action planned and risks</b>
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	Apr-15	<b>Complete</b>	100%	Revised template agreed and disseminated to services and on intranet	Ongoing monitoring to ensure used robustly in reporting
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	<b>On Target</b>		See full report	