

Best Value Improvement Plan 2017-18

Introduction

The Best Value Improvement Plan 2017-18 builds on the work undertaken last year. It details 26 strategic activities against the 5 areas of Elections, Grants, Communications, Property and Organisational Culture.

Areas of Focus

Elections:

The key focus for the next year will be to work with the Police, Cabinet Office and Electoral Commission as well as local political parties and residents to ensure a successful Mayoral and local election can be delivered on May 2018.

Grants

The key outcomes that will be achieved through the grants activities include a more focused team to support our work with the voluntary and community sector and improvement to our systems and process to analyse and report on performance. We will also review the Grants Determination Sub-Committee to ensure it is working effectively and their work is scrutinised by a cross party Grants Scrutiny Sub-Committee. The pilot of moving from grants to commissioning through the co-production of the community cohesion MSG theme will provide the platform for learning and development of commissioning models for other grants schemes.

Communications

The activities within the area of communications will enable the Council to increase the range of channels to communicate with local residents and staff ensuring greater understanding and transparency of the Council's work. Work will be also undertaken to establish the long-term future of statutory notices.

Property

The property workstream will enable further progress in implementing the Council's approach to community buildings including the opening of 2 more community hubs. The work on Asset Rental Account will be implemented and on-going work to review assets across the borough.

Organisation Culture

The key outcomes that will be achieved through the activities in this area is that the Council will have a senior management team providing the leadership required to take forward the organisation and deliver an ambitious organisational transformation programme. The work on the review of the constitution and member development will ensure the political leadership have the right skills to operate within an effective governance arrangement.

Monitoring

The Best Value Improvement Plan will be monitored quarterly by the Best Value Improvement Board which will be established in April 2017. It will also be reported to the Council's Overview and Scrutiny Committee and Cabinet twice a year. In addition to monitoring against the activities and milestones a key focus will be on outcomes achieved as a result of these pieces of work and ensure this is communicated to local residents and wider stakeholders

Elections		
Activities	Lead Officer	Deadline
1. Planning for 2018 Mayoral and local elections		
Joint working with partner agencies - First meeting February 2017	Will Tuckley/Louise Stamp	May-18
Project group to meet monthly from April 2017, fortnightly from December 2017 and more frequently as required immediately prior to elections.	Will Tuckley/Louise Stamp	May-18
Ensure integrity of the process and good order at polling stations.	Will Tuckley/Louise Stamp	May-18
Train 40/50 experienced poll clerks to act as presiding officers in May 2018, to be placed with an experienced PO at a double station.	Louise Stamp	Jun-17
Enhanced mandatory training for polling station staff before taking up roles. To include bespoke e. training and dedicated training for PO's with specific scenarios.	Will Tuckley/Louise Stamp	Feb-18
Continuation of RO instruction to ensure polling staff only speak in English whilst on duty in the polling station	Will Tuckley/Louise Stamp	May-18
Ballot papers at polling stations - prefolded to assist with check of ballot paper number before being placed in the ballot box and to ensure secrecy of the ballot.	Will Tuckley/Louise Stamp	Mar-18
Full review of count procedures and paperwork in consultation with EC	Will Tuckley/Louise Stamp	Jan-18
Count venue pre-booked - East Wintergarden, Canary Wharf	Will Tuckley/Louise Stamp	Jan-17
Dedicated count training for accountants using Xpress count module	Louise Stamp	May-17
Enhanced mandatory training for count staff before taking up roles. To include dedicated training on count procedures.	Will Tuckley/Louise Stamp	Mar-18
Enhanced security measures inc photo ID checks at count; non-Council security staff; non-transferable security wristbands	Will Tuckley/Louise Stamp	May-18
Platform area for RO and Accountants to ensure visibility of count area	Will Tuckley/Louise Stamp	Jan-18
Review of Media Pack to ensure up-to-date information provided	Andreas Christophorou/Kelly Powell	Jan-18
2. Participate in pilot ID scheme		
Key Milestones		
Meeting Government Officials to discuss pilot voter identification scheme proposal	Will Tuckley/Louise Stamp	Feb-17
ID at polling stations - extensive awareness campaign informing electors what ID must be	Andreas Christophorou/Kelly	Jan-18
Identification of electors who have already provided evidence to support their registration	Louise Stamp	Jun-17
Liaise with partners for possible provision of Electoral ID Cards/Letters	Will Tuckley/Louise Stamp	Dec-17
Additional information provided on poll cards	Louise Stamp	Feb-18
Additional staff identified for polling stations to act as 'meet and greet' to check that suitable ID is	Louise Stamp	Jan-18

Include training for PO's and PC's for ID and signature verification checks	Louise Stamp	Feb-18
Communications		
Activities	Lead Officer	Deadline
3. Develop and deliver Communication Strategy for 2017-18		
Key Milestones		
Launch new weekly staff newsletter	Andreas Christophorou	Apr-17
Commission media consumption Survey	Andreas Christophorou	Apr-17
Build a range of communication infrastructure	Andreas Christophorou	Jul-17
Develop Intelligence Newsletter allowing better targeting of information to local people	Andreas Christophorou	Dec-17
Launch new Intranet Site	Andreas Christophorou	Mar-18
4. Procurement of statutory notices		
Key Milestones		
Invitation to tender	Andreas Christophorou	Feb-17
Evaluation	Andreas Christophorou	Feb-17
Contract award	Andreas Christophorou	Apr-17
Contract mobilisation	Andreas Christophorou	May-17
Property		
Activities	Lead Officer	Deadline
5. Deliver Asset Rental Account Action Plan		
Key Milestones		
Managers' briefing on moves procedure	Steven Girling	Apr-17
6. Implement Community buildings programme		
Key Milestones		
Agree action plan for validation of TRAs with THH	Richard Chilcott	Apr-17
Formally transfer caretaker's facilities to THH	Richard Chilcott	Jun-17
Complete marketing and letting of vacant buildings identified for commercial use	Richard Chilcott	Jun-17
Complete and open second community hub	Richard Chilcott	Jun-17
Establish implementation plan for third hub and wider roll-out across the borough	Richard Chilcott	Jun-17
Complete and open third community hub	Richard Chilcott	Mar-18
Convert vacant community buildings identified for housing use to housing and transfer to THH/Homeless Services	Richard Chilcott	Mar-18

7. Strengthen governance arrangements		
Key Milestones		
Review of revised governance arrangements	Ann Sutcliffe	Sep-17
8. Asset reviews and service delivery plans		
Key Milestones		
Complete review of depot provision across the borough	Richard Chilcott	Sep-17
Complete review of leisure facilities across the borough	Richard Chilcott	Mar-18
9. Complete audit of assets		
Key Milestones		
Complete audit specifically any additional requests for information or documentation following visits in 2016/17)	Richard Chilcott	Jun-17
Complete any regularisation work required (e.g. enter into leases)	Richard Chilcott	Dec-17
Grants		
Key Activities	Lead Officer	Deadline
10. Complete review of Third Sector Team		
Key Milestones		
Review of Third Sector Team completed	Steve Hill	Mar-17
New team structure finalised	Steve Hill	Mar-17
Staff / Trade Union consultation on new team structure completed	Steve Hill	Apr-17
Assimilation into posts / interviews	Steve Hill	May-17
Full Implementation of new team structure	Steve Hill	Jun-17
11. Implement web based GIFTS software		
Key Milestones		
System mapping of requirements to improve management reporting, information management and analysis	Steve Hill	Feb-17
Development of web-based solution completed	Steve Hill	Apr-17
Full implementation of new web-based system	Steve Hill	Jun-17
12. Development of Grants Scrutiny Sub-Committee		
Key Milestones		
Grants Scrutiny Committee Induction and work planning	Sharon Godman	Jun-17
Develop Grants Scrutiny Sub-Committee Work programme 2017-18	Sharon Godman	Jul-17
Strengthen resident and local stakeholders involvement in Committee's Work programme	Sharon Godman	Aug-17

13. Complete commissioning of Community Cohesion Theme		
Key Milestones		
Tender advert	Steve Hill / Emily Fieran-Reed	Mar-Apr 17
Tender evaluation	Steve Hill / Emily Fieran-Reed	May-17
Contract award	Steve Hill / Emily Fieran-Reed	Jun-17
Contract mobilisation	Steve Hill / Emily Fieran-Reed	Aug-17
14. Review and improve working of Grants Determination Sub-Committee		
Key Milestones		
6 - month review of the Grants determination Sub-Committee	Matthew Mannion / Steve Hill	Sep-17
Forward plan implemented to set out future work plan	Matthew Mannion / Steve Hill	On-going
Grants Determination Sub-Committee away-day	Matthew Mannion / Steve Hill	Sep-17
Grants Determination Sub-Committee Members development seminars	Matthew Mannion / Steve Hill	On-going
15. Strengthen grants management and work strategically with voluntary and community sector		
Key Milestones		
Complete audit of grants monitoring	Minesh Jani	Oct-17
Review and update the Council's grants policy, working closely with services	Sharon Godman	Mar-18
Work with the voluntary sector to develop a voluntary sector compact	Sharon Godman	Mar-18
Undertake comprehensive review of contracts and grants to inform the development of the Council's new approach to commissioning	Zena Cooke	Mar-18
Organisational Culture		
Activities	Lead Officer	Deadline
16. Permanent recruitment to the post of Corporate Director Governance		
Key Milestones		
Advert	Will Tuckley	Jan-17
Long-list Interviews	Will Tuckley	Feb-17
Short-list Interviews	Will Tuckley	Mar-17
Appointment confirmed	Will Tuckley	Apr-17
17. Complete review of Constitution		
Key Milestones		
Constitutional Working Group review parts 5,6 and 7	Graham White	Apr-17
Amendments to General Purpose Committee	Graham White	Apr-17
Full Council approval of parts 4 to 7	Graham White	May-17

18. Recruitment of seniors officers to complete new corporate structure		
Key Milestones		
Advert	Will Tuckley	Jan-17
Short-listing	Will Tuckley	Feb-17
Interviews	Will Tuckley	Mar-Apr 17
19. Implement actions from Clear Up Project		
Key Milestones		
Publish report	Graham White	Apr-17
Report and recommendations to Full Council	Graham White	Jun-17
Implement recommendations from Clear Up Project	Will Tuckley	July 17 onwards
Review progress against implementation	Will Tuckley	Dec-17
Review Whistleblowing arrangements and implement new scheme	Stuart Young	May-17
20. Review employment policies and practices and implement them		
Key Milestones		
Project Group formed and policies prioritised for review	Stuart Young	Jan-17
Workshops with key stakeholders held to identify issues	Stuart Young	Feb-17
First draft proposals developed on good practice and procedural amends	Stuart Young	Mar-17
Development of detailed changes and stakeholder engagement	Stuart Young	Apr-17
Implement changes to practice through management and staff training	Stuart Young	Sep-17
21. Develop and implement refreshed employee values		
Key Milestones		
Staff survey completed	Zena Cooke	Jan-17
Focus Groups	Zena Cooke	Feb-17
Revised values developed	Zena Cooke	Mar-Apr 17
22. Deliver Year 1 of Smarter Together Programme		
Key Milestones		
Resource programme and project roles	Stuart Young	May-17
Programme plans mapped to MTFS to ensure benefits are realised	Neville Murton	Jun-17
Change managed and staff engagement maintained measured via staff pulse surveys	Stuart Young	Jan-18
Year 1 MTFS benefits realised via Programme	Neville Murton	Mar-18
Smarter Together Programme plans delivered	Will Tuckley	Mar-18

23. Ensure Council more outward focus and review feedback from external stakeholders		
Key Milestones		
Ofsted Inspection - Review recommendations and develop improvement action plan	Debbie Jones	Apr-17
Review Annual Residents Survey 2017	Sharon Godman	May-17
Establish regular meetings of Tower Hamlets Partnership	Sharon Godman	Apr-17
Investors in People Gold Accreditation	Zena Cooke	Dec-17
ADASS Peer Review	Denise Radley	Apr-17
Undertake a programme of improvement work with LGA	Sharon Godman	Apr 17- Mar 18
24. Complete phase 2 of Officer Schemes of Delegation		
Key Milestones		
Report to Council on Constitutional changes including in respect of revisions are proposed to Parts 3.7 and 3.8 of the Constitution and which relate to Limitations and Delegated Decision Making – General Principles respectively; and on Directorate Scheme of Management	Graham White	Jun-17
Circulate to Corporate and Divisional Directors revised proposed Officer Scheme of Delegations	Graham White	Jul-17
Corporate Director and Monitoring Officer sign off on respective Officer Scheme of Delegations for Directorates	Graham White	Sep-17
Report to Cabinet on the final Officer Scheme of Delegations	Graham White	Nov-17
Report to General Purposes on the final Officer Scheme of Delegations	Graham White	Nov-17
Report to Council on the final Officer Scheme of Delegations	Graham White	Nov-17
25. Review and implement Member/Officer Development work programme		
Key Milestones		
Review and update Planning Code of Conduct	Graham White	Apr-17
Review and Update Member /officer Protocol	Graham White	May-17
Corporate Induction to include session on Member and Officer Protocol	Graham White	Jun-17
Develop and agree Member to Member protocol	Graham White	May-17
26. Declarations of Interest - Members & Officers		
Audit of 2016-17 Staff Declarations of Interest & follow up in six months	Minesh Jani	Apr 17 & Oct 17
Follow up on audit of management and control of staff hospitality and gifts	Minesh Jani	May-17
Annual Officers Declaration of Interest 17-18	Stuart Young	Jun-17
Audit of 2017-18 Staff Declarations of Interest	Minesh Jani	Dec-17

Annual Members Declaration of Interest	Graham White	Dec-17
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