

<p><b>Cabinet</b></p> <p><b>19<sup>th</sup> December 2017</b></p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Will Tuckley, Chief Executive</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Update on implementation of the Mayor's Transparency Protocol and response to the OSC Transparency Commission Report</b></p>	

<b>Lead Member</b>	<b>Mayor John Biggs</b>
<b>Originating Officer(s)</b>	Shahanaz Begum - Senior Strategy, Policy & Performance Officer
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	No
<b>Community Plan Theme</b>	<b>One Tower Hamlets</b>

### **Executive Summary**

This paper provides updates on the progress made in implementing the actions set out in the Mayor's Transparency Protocol and the recommendations arising from the Overview and Scrutiny Transparency Commission report. As the work around these two initiatives have naturally converged, this report provides a combined picture of the current position on the Council's overall work to drive forward the vision of a more open, accountable and transparent organisation.

The Mayor's Transparency Protocol consists of 18 overarching actions, with 33 sub-actions. 27 of these have been completed, and six are behind schedule. The Transparency Commission made 17 recommendations. 46 actions were undertaken to meet these recommendations, of which 12 are behind schedule.

Those behind schedule include: work around the Community Engagement Strategy, which is set to be finalised by early next year; the policy on exempt papers which is to be agreed later this year through the Member/Officer Relations Protocol; some actions regarding data publication that are dependent on the implementation of new software, which is imminent; the e-petition facility which is to be finalised as part of the E-petition Scheme by the end of the year; and the new whistleblowing policy, which has been prepared and is in the process of being agreed and implemented. These outstanding actions are therefore being actively progressed and further details have been outlined in **Appendix B and C**.

While transparency and accountability remain a matter of real interest and concern to local people, the Annual Residents Survey (ARS) 2017/18 results show that 79% of residents trust the Council 'a great deal' or 'a fair amount' - up 7 points on last year, and well above the trust rating for councils nationally (59%). 59% also agreed

that the Council is 'open and transparent about its activities' - up 7 points on last year. 72% are satisfied with the way the Council runs things - close to last year's rating and a historical high – and 78% felt the Council was doing a good job - up 6 points over the year. Despite this, the Council recognises that there is still further work to do, and remains committed to becoming a more open and transparent organisation.

### **Recommendations:**

The Mayor in Cabinet is recommended to:

1. Note the progress in delivering the actions set out in the Mayor's Transparency Protocol (**Appendix B**) and the actions agreed to in response to the Transparency Commission's recommendations (**Appendix C**).
2. Approve the summary of key achievements on the Council's transparency agenda (**Appendix A**) and decide if and how this information should be publicised.

## **1. REASONS FOR THE DECISIONS**

- 1.1 A key Mayoral commitment was to make the organisation more open, transparent and accountable. The Mayor agreed a Transparency Protocol on 3<sup>rd</sup> November 2015. The Overview and Scrutiny Committee concurrently put together a Transparency Commission to discuss what more could be done to ensure the Council was as transparent as possible going forward and produced a number of recommendations. An action plan was subsequently agreed, to further these recommendations.
- 1.2 This report provides progress updates against the actions from both of these pieces of work.

## **2. ALTERNATIVE OPTIONS**

- 2.1 The Mayor in Cabinet can decline to note the progress. This is not recommended as the Council has done significant work to improve transparency across the organisation and has committed to undertake a number of actions over the coming months to further progress the agenda. These are highlighted in this report.

## **THE TOWER HAMLETS TRANSPARENCY AGENDA**

### **3 Background**

- 3.1 Lack of transparency was an issue identified in the Best Value inspection of the Council in 2014 and a key theme of the last mayoral election. On 3<sup>rd</sup> November 2015, the Mayor put a paper before Cabinet that set out a number of principles to demonstrate his personal commitment to governing in a transparent way in order to help create a culture shift within the organisation as a whole. An action plan from this was agreed (Appendix B) to be delivered in the short to medium term. In the same year, the Overview and Scrutiny Committee conducted a scrutiny review focusing on transparency and a number of recommendations arose from this (Appendix C).
- 3.2 In October 2016, an update report was taken to Cabinet, outlining the activity that had taken place against these two action plans. It highlighted the work that had been done across six broad areas of work. These included: decision making; scrutiny; community engagement; digital engagement; organisational culture; and publication of data. A natural alignment developed between the Commission's recommendations and the Mayor's Transparency Protocol; both call for more accountability, accessibility and openness, and more engagement with residents, service users and the public in general in order to instigate an overarching organisational culture shift.
- 3.3 This report provides a further progress update on this work and begins to draw out the outcomes achieved as we reach the end of the activities outlined in the two plans, recognising however, that we still have a significant way to go. Therefore, included here are activities that we will also undertake to continue

to take this work forward, and ensure that we deliver against the key outcomes outlined.

3.4 Through this continued work, the Council will aim to become a borough that:

- Continuously provides opportunities for the public to hold it to account, whilst also ensuring that it always takes itself to account first;
- Provides quality data, which is clear and easy to understand, accessible and kept safe;
- Involves residents in the design and delivery of services enabling a more open and collaborative approach to Council business.

#### **4. WHAT HAVE WE ACHIEVED SO FAR?**

4.1 The Council has made considerable progress over the last two years in becoming a more open and transparent organisation. The work to date strongly indicates that a culture of openness, accountability and engagement is beginning to become embedded in the way that we do business, but that this is not the end.

4.2 The Mayor's Transparency Protocol (Appendix B) consists of 18 overarching actions, with 33 sub-actions. 27 of these have been completed, and six are now behind schedule. These outstanding actions are being actively progressed and reasons for their delay have been outlined in Appendix B. The Transparency Commission made 17 recommendations (Appendix C). 46 actions were undertaken to meet these recommendations, of which 12 are behind schedule, but with reasonable timescales in place to deliver them.

4.3 A number of important outcomes have emerged from this activity, moving us toward our objective of becoming a more transparent organisation. These include becoming a more accountable, accessible, engaged and open Council. Below is an outline of how we have begun to achieve these outcomes and what we are continuing to do to progress them further:

#### **4.4 A more accountable Council –**

4.4.1 The ARS 2017/18 showed that 79% of residents trust the Council 'a great deal' or 'a fair amount' - up 7 points on last year, and well above the trust rating for councils nationally (59%). 59% also agreed that the Council is 'open and transparent about its activities' - up 7 points on last year. 72% are satisfied with the way the Council runs things - close to last year's rating and a historical high – and 78% felt the Council was doing a good job - up 6 points over the year. Three quarters also felt the Council was 'efficient and well run', another improvement over the year (+7 points). This shows a positive trajectory in resident perceptions of the Council as an accountable body.

4.4.2 Tied in with this is the work that has been undertaken around the use of individual Mayor's decisions. These have been limited to only urgent issues and those that have minor policy implications, ensuring that more decisions are made in public Cabinet meetings providing greater opportunities for pre-decision scrutiny from non-executive councillors and local people. Details of reasons for the use of individual Mayor's decisions are also published. This

process has continued to be monitored and was recently evaluated, resulting in changes that allow the Mayor to have earlier sight of items to provide more time to ensure that more decisions go through to Cabinet rather than be taken as an individual Mayoral decision. This reiterates the strong presumption in favour of Cabinet.

- 4.4.3 The Council's scrutiny function has been further strengthened with two new sub-committees for Grants and Housing which enable cross-party member scrutiny, in public, on grants allocation and strengthens members and local people's involvement in scrutiny of housing issues. The Housing Scrutiny Sub-Committee has since conducted a pilot scrutiny on housing, providing feedback to Registered Providers, scrutiny panels, residents and members. Their first review involved a resident survey on under-occupation to gauge levels of under-occupation in the borough and suggest possible solutions. The Grants Sub-Committee continues to have sight of all grants allocations and has also carried out a review on better social value within our procurement process.
- 4.4.4 The Overview and Scrutiny Committee continue to meet the week before Cabinet, enabling Cabinet to consider pre-decision scrutiny questions and comment in greater depth to influence their decision making. Alongside this, regular review of the Executive Forward Plan allows the Committee to discuss reports before Cabinet decisions are made.
- 4.4.5 Furthermore, the Infrastructure Delivery Board was set up last year to manage the disbursement of the Community Infrastructure Levy (CIL) and S106, to make this more transparent and ensure the involvement of local people. The Mayor has allocated 25% of the CIL receipts for a Local Infrastructure Fund (LIF), 10% more than statutorily required. This gives local communities greater influence over how that money is spent as Neighbourhood Forums have the right to develop their own plans for this fund, which if appropriate, determines how the LIF is spent in that area. Where this option is not adopted, a two-stage consultation process will still take place. The Board also receives monthly financial updates on both streams of funding. All decisions relating to LIF are taken to Cabinet, along with any major CIL decisions, ensuring greater scrutiny.
- 4.4.6 Regarding internal working, the Council's revised HR strategy aims to embed an organisational culture that integrates an ethos of openness, wider engagement and stronger working relationships into every day working. This is further reinforced by the work on the Council's refreshed Core Values – Together, Open, Willing, Excellent and Respect (TOWER). To help engrain and socialise the values amongst staff, and to bring about the desired organisational culture change, the HR team has provided managers with a toolkit to be used in team meetings to measure performance against each of the values.
- 4.4.7 We have recently developed a revised whistleblowing policy and procedure. An easy mechanism to enable Councillors, employees, contractors, suppliers and partners to voice concerns about any wrongdoings in a responsible and

effective manner will be put in place. This demonstrates a commitment to put the concerns of employees and local people first and for fair and transparent decision making.

4.4.8 Earlier this year, the Council also set up a Clear Up project, with an independent team to deal with any remaining allegations of impropriety or serious concerns residents or staff might have. A report and recommendations were presented to Cabinet in June 2017 and the Council is now advancing those recommendations.

4.4.9 27 Chief Executive roadshows have been coordinated over the past year to increase engagement and understanding between all levels of the organisation. These were held across Council sites and at different times of the day. 1,506 staff have attended so far. Further roadshows are set to take place throughout November and December 2017.

**4.4.10 We will continue to be more accountable by:**

- Being reassessed for Investors in People accreditation over the coming months. This external benchmark will continue in supporting us to become a more effective organisation;
- Working with an external facilitator who will undertake team development work with the Corporate Leadership Team
- Embedding the refreshed core values by aligning them with managerial competencies;
- Implementing changes to arrangements for convening corporate Trade Union Fora meetings and the agenda format for those meetings, which will take place on a fortnightly basis, and which will cover contemplated and proposed restructures/transfers, proposed changes to terms and conditions of employment for staff and matters of disagreement and/or for escalation;
- Giving consideration to reviewing the Council's code of conduct for employees, and to the role of Members on employment matters (e.g. recruitment, and discipline).

**4.5 A more accessible Council -**

4.5.1 With 92% of residents having internet access, the Council has recognised that digital engagement is a key tool in engaging effectively with local communities. Consequently, the Council has begun using social media to raise awareness about decisions being made by Cabinet and the impact it will have locally. Full Council and Cabinet meetings are now webcast and available to view on the Council website with further work being undertaken to explore how people can get involved in meetings using social media. The public themselves are also able to film all formal meetings. Key Cabinet decisions are publicised via press release and social media.

4.5.2 In addition, an e-mail subscription list has been set up to allow local people to receive e-newsletters on a range of topics, which now includes specific newsletters on Public Health, Leisure, Community Safety, Licensing and Planning. Subscriptions have increased from 10,000 to 20,000 throughout the

first half of 2017, and new delivery software will enable us to increase this number and segment the audience so that we are able to provide them with newsletters that are even more tailored to their interests. People can also sign up to receive alerts when agendas to particular Council meetings are published, or when issues relating to their wards are published.

4.5.3 The refresh of the Council's Performance Management and Accountability Framework (PMAF) has been completed with a focus on strengthening monitoring, reporting, review and challenge. As a result, the Council is adopting Outcome Based Accountability which will simplify performance management and reporting.

4.5.4 The planning and building control website was recently re-written, with more up-to-date information, elimination of any duplication and to provide easier access and information in plain English.

4.5.5 A Digital Inclusion Strategy was implemented, which served to upskill community and voluntary sector partners as well as provide access to digital tools and services to residents, so that they are better able to access relevant information and tools. Work on this will continue.

4.5.6 **We will continue to be accessible by:**

- Continuing to liaise with Idea stores, leisure centres and other places where we have face-to-face contact with residents to obtain more email addresses to add to our email subscription list. The procurement of new software to enable us to better engage with local people via e-bulletins and for them to receive information about events, meetings and activities that interest them is in progress to aid with this;
- Implementing the Customer Access Strategy;
- Implementing a new performance management system, Covalent, to further improve data quality and accessibility;
- Implementing the Council's new data publication platform, Socrata, which has the potential to significantly change the way we publish data, making it much more accessible and useful;
- Reviewing our planning Statement of Community Involvement (SCI) to look at the possibility of utilising technology in the further targeting of notifications and accessibility of information on planning applications;
- Progressing further work on the planning and building website to utilise other technological advances which help residents access the information they want quickly and easily.

4.6 **A more engaged Council -**

4.6.1 Residents were asked whether they felt they could influence decisions affecting their local areas: 58% agreed they could, while 37% disagreed. The percentage who agreed is up 9 points over the year - a significant rise. The Council has continued to work towards improving this.

4.6.2 Ten 'Ask the Mayor' events have been held across the borough at local community venues, with nearly 1000 people in attendance so far. They have

offered local people the opportunity to raise issues of concern and get involved in local initiatives. The feedback has been very positive.

- 4.6.3 The Council's Community Engagement Strategy is in the process of being finalised. It aims to support strong, active and inclusive communities who can influence and shape their borough, as well as improve the organisation's ability to effectively inform, engage, involve and empower local people. With the principle of co-production at the heart of this strategy, a pilot has taken place with the recent commissioning of community cohesion projects. Co-produced design and delivery of £150,000 worth of funding, over eight projects, of both a small and a large scale, saw approximately 100 community stakeholders involved, a cross-Directorate effort to underpin principles going forward and a strong response from community organisations in the application process. A pilot project with Healthwatch Tower Hamlets, which operates a system recording consultation on health and social care, is also taking place to explore how we can provide an improved public consultation service more widely.
- 4.6.4 Three OSC sub committees now have two resident co-opted members each, alongside the six that currently sit on the OSC. This has increased the number of residents involved in the work of Overview and Scrutiny to 12, and the OSC continues to use a range of community channels to engage with the public.
- 4.6.5 The Tower Hamlets Local Strategic Partnership has been reconstituted and has met several times throughout the year to look at how partners can work together more effectively.
- 4.6.6 A more accessible method of consultation is also being used to consult on our Local Plan. A commitment to try to consult the community on every licensing application is also part of our licensing procedures.
- 4.6.7 Additionally, a new e-petition facility is currently being tested and will go live later this year, which will better enable the Council to understand local concerns and allow people to get involved more easily in campaigns.
- 4.6.8 **We will continue to engage with communities by:**
- Continuing to hold 'Ask the Mayor events' for which a schedule has been developed, continuing to offer local people the opportunity to engage with and hold the Mayor to account;
  - Implementing the Community Engagement Strategy, which will include: the development of engagement 'gateways,' enabling more tailored information be made available to residents; a web page holding information on all consultations that have taken place, their results and what difference they made, allowing us to develop a minimum standard around consultation, whilst retaining flexibility, as well as a Corporate Consultation Forward Plan providing information on when and how residents can get involved;
  - Continuing to strengthen the work of the Local Strategic Partnership, by delivering on its commitment to develop a refreshed Community Plan

for 2018 that will aim to address key areas of work across the partnership in a collaborative way.

#### 4.7 **A more open Council -**

- 4.7.1 The Local Government Transparency Code (LGTC) 2015 requires that all local authorities publish a range of data to ensure that the public has access to the information that is important and relevant to them, and which enables them to get involved in local decisions and help shape their public services. While we used to be ranked one and two stars against most of the required data, we now publish all statutory data under the Code at a minimum of a 3 star standard. It is currently above average on some areas, on par with other London boroughs in most areas, with some data sets in need of improvement where greater clarity could be provided (see **Appendix D** for further benchmarking data). A number of recommended data sets are now published, including, spend exceeding £250, total amount spent on remuneration, salary band charts for all staff at the top three levels, names of all employees with salaries over £150,000, and the number of fraud cases and their monetary value. We have also gone further by publishing the names of all officers at Divisional Director level and above.
- 4.7.2 A new dedicated performance information web page has been developed on the Council website which provides details of the Council's performance on a quarterly basis. This provides insight on how the Council is performing against key indicators and outcomes.
- 4.7.3 Furthermore, the Council remains committed to providing the public with key equalities data, publishing a range of equality monitoring data, including information relating to people who share a protected characteristic who are the council's employees and people affected by our policies and practices.
- 4.7.4 In regards to planning in particular, which remains a key area of interest, members of the public can now search for applications against various criteria, including by ward, date received, date determined and status. Plans, supplementary documents and statutory consultations can all be viewed online. Section 106 and Community Infrastructure Levy spending is now published on the Council website on a six monthly basis helping local people understand how this money is being spent within their locality. In addition, developers are now required to publish Planning Viability Assessments as part of any planning application, making this information fully open to the public. Prior to this, members and other interested parties were only allowed to view this information in a closed room.
- 4.7.5 **We will continue to be open by:**
- Publishing further recommended data under the LGTC 2015 on our local assets;
  - Achieving 4 star status on all of our LGTC data publication through the data publication platform we have procured, which will allow us to make our data more open and accessible;
  - Exploring the feasibility of achieving 5 star status;

- Providing our First Annual Infrastructure Statement to go to OSC and Cabinet that will provide a detailed analysis of all CIL and S106 monies received, allocated and spent by ward.

4.8 The above highlights the considerable progress the Council has made through these two initiatives, as well as the organisational culture shift that has taken place. However, we know that we can be more accessible, provide better data and engage more effectively with our communities, and that we could utilise existing mechanisms, such as SOCRATA, to do this better. Therefore, while the following represents where we have travelled to so far, there is also a commitment to further these actions and continue to improve. Our achievements so far however, and our planned projects, express the importance we place on our aspiration of being a fully transparent organisation and our ongoing commitment to realise this ambition.

4.9

## **5. COMMENTS OF THE CHIEF FINANCE OFFICER**

5.1 On 3<sup>rd</sup> November 2015, the Mayor put a paper before Cabinet that set out a number of principles to demonstrate his personal commitment to governing in a transparent way in order to help create a culture shift within the organisation as a whole. The agreed action plan with the overview and scrutiny committee was subsequently referred to the Council's Transparency Agenda

5.1 This report requires the Mayor in Cabinet to approve and decide whether to publish the key achievement of the Council's transparency agenda

5.2 The resources have been identified to carry out the actions as required by this report, however, if in the further development of the action plan results in the need for further additional financial resources, officer will be obliged to seek appropriate approval through the Council's financial approval process.

## **6. LEGAL COMMENTS**

6.1 Local authorities are encouraged to be transparent and open in their decision making and business dealings generally. Legislation provides a minimum level of publication through the Local Government Acts 1972 and 2000, the Localism Act 2011 and a variety of attendance regulations. The Council has always met the statutory requirements.

6.2 The Council has discretion to go beyond the statutory minimum in the interests of developing its transparency and openness and the proposals in the Transparency Protocol and the recommendations arising from the Overview and Scrutiny Transparency Commission report are all matters within the Council's discretion.

6.3 This report updates on the progress made in implementing the actions set out in the Mayor's Transparency Protocol and the recommendations arising from

the Overview and Scrutiny Transparency Commission report. There are no immediate legal implications arising from this report.

## **7. ONE TOWER HAMLETS CONSIDERATIONS**

- 7.1 Increasing the transparency of decision making, enabling more effective public engagement in the work of the Council and making more information more accessible to the public all serve to empower residents. In so doing, this provides for better understanding of and engagement in the challenges faced by the borough leading to more resilient communities.

## **8. BEST VALUE (BV) IMPLICATIONS**

- 8.1 The recommendations and actions set out in this report relate to Section 5 of the Best Value Action Plan: Organisational Culture.

## **9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 9.1 There are no direct implications from this report on a sustainable environment.

## **10. RISK MANAGEMENT IMPLICATIONS**

The actions within this report will help the Council govern in a more open and transparent manner which reduces the risk of further intervention and reputation damage. It will help strengthen confidence of local people and partners in the Council's decision making process.

## **11. CRIME AND DISORDER REDUCTION IMPLICATIONS**

There are no direct crime and disorder reduction implications arising from this report.

## **12. SAFEGUARDING IMPLICATIONS**

There are no direct safeguarding implications arising from this report.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- None

### **Appendices**

- **Appendix A:** Summary of key achievements - p. 13
- **Appendix B:** Mayor's Transparency Protocol action plan progress update – pp. 15 - 28
- **Appendix C:** OSC Transparency Commission action plan progress update – pp. 29 - 42

- **Appendix D:** LGTC 2015 rating and benchmarking data – pp. 43 - 48

**Background Documents**

- NONE

**Officer contact details for documents:**

N/A

**Appendix A:  
Summary of key achievements**



## A MORE TRANSPARENT TOWER HAMLETS

*More than half of residents agree the Council is open and transparent*

### ACCOUNTABLE



- **79%** trust the Council – **20 points more** than national average
- **59%** agree the Council is ‘**open and transparent**’
- **72%** satisfied with the way the Council runs things
- **25%** of **CIL** allocated as **Neighbourhood Portion** – **10% more** than statutorily required
- **2 new scrutiny sub-committees**
- More **Mayoral decisions** taken in, or reported to, Cabinet
- **Clear Up project** dealing with resident and staff concerns

### ACCESSIBLE

- **92%** of residents have access to the internet
- **100%** increase in resident subscriptions to subject specific **e-bulletins** – now at **20,000**
- **Webcasting** of all Council and Cabinet meetings
- **Social media** utilised to publicise **key decisions**
- **Digital Inclusion Strategy** implemented



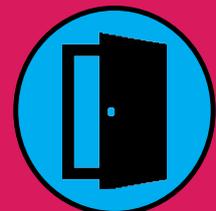
### ENGAGED



- **68%** feel Council listens to concerns of local residents - **up 11 points**
- **58%** feel Council involves residents in making decisions - **up 9 points**
- **10 ‘Ask the Mayor’ events** – nearly **1000 people** attended
- **Co-produced** design and delivery of **£150,000** of funding across **8 community cohesion projects**
- Overview and Scrutiny Committee now includes **12 resident co-opted members**

### OPEN

- From 1 and 2 stars to **3 stars** on statutory **Transparency Code data**
- Publish **recommended Transparency Code data**
- **Working towards 4 and 5 stars on all data**
- Range of **equalities data** available
- Reduction in fully **exempt reports** at Cabinet with only minimum information exempt in appendices
- All **Planning Viability Assessments** published
- 6 monthly **CIL and S106 summaries** published



## Appendix B:

# Update to the Action Plan of the Mayor's Transparency Protocol

### Key:

Complete

On track

Behind  
Schedule

**Risk of not  
delivering**

Action	Progress Update	Responsible Lead	Due Date	Status
<b>1.</b> Broadening the use of social media into democratic meetings including Cabinet and Full Council	The public are able to film all formal meetings and webcasting of council and cabinet have begun.	Andreas Christophorou	Q4 15/16	<b>Complete</b>
	Summary of key items on Cabinet agenda is publicised using social media channels and followed up with promotion of decisions taken via press release and social media.	Andreas Christophorou	Q1 16/17	<b>Complete</b>
	Social media channels are used to promote Cabinet and Full Council meetings.			
	Live tweeted from Cabinet meetings during 2016/17 and found there was not a significant amount of engagement from our followers. Focus is now on promoting decisions taken at Cabinet via all corporate communications channels. This will be kept under review.	Andreas Christophorou	Q2 16/17	<b>Complete</b>
	Exploring feasibility of a list of hashtags to be used on committee paper publications for easy search and residents to receive alerts	Andreas Christophorou	Q2 16/17	<b>Behind schedule</b>

<p><b>2.</b> Develop approaches for residents interested in particular topics, for example, planning, licencing, community safety or in particular areas (wards/ LAPS), to be alerted about decision making or consultations taking place about their area of interest.</p>	<p>E-mail subscription list set up - residents receive e-newsletter on a range of topics. This includes e-bulletins on Public Health, Leisure and Community Safety.</p> <p>Subscriptions increased from 10,000 to 20,000 over the first half of 2017. New delivery software will enable an increase in the number of subscriptions and segmentation of the audience to allow for provision of newsletters that are even more tailored to residents' interests.</p>	Andreas Christophorou	Q1 16/17	<b>Complete</b>
	<p>Actions identified in the draft Community Engagement Strategy (CES) delivery plan, which is due to be agreed by Cabinet in Jan 2018, will support improved consultation and engagement with residents:</p> <ul style="list-style-type: none"> <li>- Engagement "gateways" to be developed as part of CES, which will also enable more tailored information to be available to residents</li> <li>- Commitment in Strategy on digital inclusion.</li> </ul>	Emily Fieran-Reed	Q4 17/18	<b>On track</b>
<p><b>3.</b> Explore the feasibility of publishing spend and contracts under a lower threshold</p>	<p>Timeline for collection/alignment of data agreed with Competition Board</p>	Zamil Ahmed	Q4 15/16	<b>Complete</b>

	<p>All Government Procurement Card spend over £500 published</p> <p>All expenditure over £500 published</p> <p>All required information on contracts above £5000 published</p> <p>Publication of data in a more accessible way can be explored with the implementation of the Council's new data publication platform.</p>	Zamil Ahmed	Q12 16/17	<b>Complete</b>
4. Explore the feasibility of publishing the names of all officers at Divisional Director level and above.	The Council now publishes the names of all Divisional Directors and above, along with titles and salaries.	Ruth Dowden	Q2 16/17	<b>Complete</b>
5. Engage with residents on what areas of performance are of most importance to them and produce an easy to read performance scorecard for publication	Performance information was included within the Annual Council tax Leaflet	Afazul Hoque	Q4 15/16	<b>Complete</b>
	<p>Performance information continues to be published on a separate web page within the council website:</p> <p><a href="http://www.towerhamlets.gov.uk/lgnl/council_and_democracy/council_performance.aspx">http://www.towerhamlets.gov.uk/lgnl/council_and_democracy/council_performance.aspx</a></p>	Afazul Hoque		<b>Complete</b>
	The new performance management system Covalent is being implemented and will allow performance information to be published in a more accessible format.	Afazul Hoque		<b>Complete</b>

	The refresh of the Council's Performance Management and Accountability Framework (PMAF) has been completed and the Council is adopting Outcome Based Accountability which will simplify performance management and reporting	Afazul Hoque	Q3 16/17	<b>Complete</b>
6. Explore the possibility of requiring developers to publish Planning Viability Assessments, which have previously been restricted due to commercial sensitivity.	The Council is part of the Inter-Borough Viability Working Group, with 20 other London local authorities and has developed a Viability Protocol to standardise a number of key viability parameters and clarify the approach towards transparency of viability appraisals.	Owen Whalley	Q2 16/17	<b>Complete</b>
	Committee members and other interested parties are able to view the viability assessment in a closed room.		Q3 15/16	<b>Complete</b>
	Legal advice has been obtained and recommended measures have been implemented to protect the council from concerns relating to commercial sensitivity.		Q2 16/17	<b>Complete</b>
	A new Supplementary Planning Document has been produced, which requires all developers to publish Planning Viability Assessments. As of October 2017, this will now apply to all planning applications going forward.		Q4 16/17	<b>Complete</b>

7. Review procurement thresholds and channel all contract expenditure over £5,000 through the Council's e-tendering system. Publish detailed summary of all new contracts as part of the Transparency Code.	These actions to be incorporated into the Procurement Strategy	Zamil Ahmed	Q4 15/16	<b>Complete</b>
	New e-procurement solution agreed and implemented	Zamil Ahmed	Q1 16/17	<b>Complete</b>
	Tender for contracts to provide goods and/or services with a value that exceeds £5,000 published on London Tenders Portal as required by the Transparency Code.  Information on all contracts for over £5,000 available from London Contracts Register as required by the Transparency Code -  <a href="http://www.londoncontractsregister.co.uk/">http://www.londoncontractsregister.co.uk/</a>	Zamil Ahmed	Q1 16/17	<b>Complete</b>
8. Review the way in which the Council publishes contracts	As above and the implementation of the newly procured data publication platform will also significantly improve the way this information is published, making it more accessible and user friendly.	Ruth Dowden	Q2 16/17	<b>Complete</b>

<p>9. Develop a series of both formal and informal 'Ask the Mayor' events. These will include the Mayor attending events or markets and high streets in the borough so that residents can have the opportunity to quickly raise issues and concerns; the Mayor undertaking a series of structured visits to organisations which would reach across equalities groups, wards and interests; and a formal set of Question Times, where the public can ask the Mayor (and Cabinet and / or Heads of Partner organisations) questions. These will all be timetabled in advance and advertised (where appropriate) for wider public attendance.</p>	<p>'Ask the Mayor' events introduced and are being held regularly. To date, 10 events have been held, which have been attended by at least 920 members of the public. They have been held across the borough in Stepney, Fish Island, Isle of dogs, Mile End, Bow, Bethnal Green, Whitechapel and Poplar.</p>	<p>Andreas Christophorou</p>	<p>Q4 15/16</p>	<p><b>Complete</b></p>
<p></p>	<p>The Mayor has been attending a range of formal and informal events based on invites from local people and also to better understand service delivery. These will be reviewed on an on-going basis to ensure the Mayor reaches a diverse range of communities.</p>	<p>David Courcoux</p>	<p>Q4 15/16</p>	<p><b>Complete</b></p>

<p>10. Develop a new localised consultation mechanism</p>	<p>The Local Strategic Partnership has recently been re-constituted. The CES commits to reviewing the work of the Partnership groups, considering their engagement responsibilities in particular.</p> <p>The Community Engagement Strategy identifies that local engagement in future will be led by the community and therefore local consultation will work through existing structures.</p>	<p>Emily Fieran-Reed</p>	<p>Q4 17/18</p>	<p><b>On track</b></p>
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	<p>Delivery of the CES will develop an approach to people getting involved at local level including in relation to services. This will include:</p> <ul style="list-style-type: none"> <li>• A web page that will capture information on all consultations that have taken place, their results and what difference they made, which will be open to the public and enable the development of a minimum standard around consultations, whilst retaining flexibility;</li> <li>• A pilot that is currently taking place through Healthwatch TH, which has a system for recording consultation or “community insight” around health and social care that can be expanded to incorporate wider input from a range of partners. Work is on-going to understand how this can be expanded to other areas, and involve more information being made public.</li> </ul>		Q1 18/19	<b>On track</b>
11. Explore options to involve residents in Housing Scrutiny	Refresh of Borough-wide Housing Scrutiny Sub-Committee completed	Mark Baigent	Q2 15/16	<b>Complete</b>

	<p>Pilot scrutiny carried out by the sub-committee and feedback provided to Registered Providers scrutiny panels, residents and members.</p> <p>A resident survey was also undertaken on under-occupation to gauge who was currently under-occupying and what solutions they would suggest.</p>	Mark Baigent	Q4 15/16	<b>Complete</b>
	<p>A link between the joint resident scrutiny panel and the LBTH Housing Scrutiny sub-committee was trialled. Due to constraints on the resident panels in general, the joint resident scrutiny panel was unable to continue to meet regularly, therefore this was no longer feasible. To be explored again in the future if deemed practicable.</p> <p>Two resident co-opted members now involved on the sub-committee, which includes a member of the RP Joint Resident's Scrutiny Forum and a THH leaseholder. They provide a tenant voice on the sub-committee, input on agendas and support the objective of challenging RP performance.</p>	Mark Baigent	Q1 16/17	<b>Complete</b>
12. Develop an improved consultation process for policy development and service change, to improve decision making.	A consultation specialist was recruited to improve the Council's consultation and implementing systems that ensure consultation is of better quality and coordination in future. This process will be completed by Q1 18/19.	Emily Fieran-Reed	Q1 18/19	<b>On track</b>

<p>13. Improve awareness of Council meetings through the targeted use of social media, or through email contact lists to interested residents, businesses and organisations.</p>	<p>People can sign up to receive alerts when agendas to particular meetings are published (or when issues relating to their wards are published).</p> <p>Currently finalising the procurement of new software which will enable us to better engage with local people via e-bulletins and for them to receive information about events, meetings and activities that interest them.</p>	<p>Andreas Christophorou</p>	<p>Q1 16/17</p>	<p><b>Complete</b></p>
	<p>A summary of key items on Cabinet are published after the meeting via press release and to the council's website and social media channels.</p>		<p>Q1 16/17</p>	<p><b>Complete</b></p>
<p>14. Adapt the Individual Mayoral Decision report template to include a reason for their use, such as demonstrable urgency.</p>	<p>The individual Mayoral Decision template is regularly reviewed and adjusted to further improve its effectiveness. .</p>	<p>Asmat Hussain</p>		<p><b>Complete</b></p>

<p>15. Review the current decision making process to improve the speed and transparency of the Council's decision making</p>	<p>A review of the officer –DMT-CMT phase was completed last year and changes were implemented.</p> <p>Overall the initial changes have led to a more speedy and efficient decision making process.</p> <p>Since then, a second review has been initiated to evaluate this process. Changes as a result of this review include earlier oversight by Mayor of decisions, to ensure that where relevant they can be sent to Cabinet first instead of being dealt with as an individual Mayoral decision.</p>	<p>Asmat Hussain</p>	<p>Q1 16/17</p>	<p><b>Complete</b></p>
	<p>On –going work by cross party member and officer Governance Review Group to improve decision making transparency.</p> <p>The Group completed their planned work but will be reconstituted in future should it be required.</p>		<p>Q3 16/17</p>	<p><b>Complete</b></p>

<p>16. Develop and promote new guidelines on the use of Exempt Papers and their availability to non-executive members.</p>	<p>Growing evidence that since discussing this issue, there has been a significant reduction in exempt papers. This reduction continues.</p> <p>The refreshed Member/Officer Relations Protocol was reviewed and agreed by the General Purposes Committee and given final approval by Council on 22/11/17. This includes updated guidance on presentation of reports and exempt information including how to evaluate the 'Need to Know' for Councillor access. Following on from this, new guidelines and officer training has been discussed with the new Monitoring Officer and will be progressed.</p>	<p>Asmat Hussain/ Matthew Mannion</p>	<p>Q2 16/17</p>	<p><b>Complete</b></p>
<p>17. Work with Overview and Scrutiny Committee to develop target information response times, to better enable their scrutiny function</p>	<p>The OSC developed an action log to follow up outcomes of requests for information. It continues to use the Action Log to follow up requests for information from Committee meetings.</p>	<p>Afazul Hoque</p>	<p>Q1 16/17</p>	<p><b>Complete</b></p>

<p>18. Ensure major policies and strategies are discussed with Overview and Scrutiny Committee in advance to improve the use of pre-decision scrutiny, enabling the committee to help question and shape policy during its development, rather than the night before Cabinet.</p>	<p>OSC meetings were moved a week before Cabinet to allow more time for pre-decision scrutiny. They continue to be held a week before Cabinet to review major polices and strategies.</p> <p>The OSC also considers the Executive Forward Plan at all their meetings to consider areas they would like to contribute to in terms of development.</p> <p>As part of OSC work programme development they are provided with briefings outlining challenges and priorities for year ahead which enables them to consider issues they would like to help develop.</p>	<p>Afazul Hoque</p>	<p>Q1 16/17</p>	<p><b>Complete</b></p>
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## Appendix C:

# Action plan in response to the recommendations of the Transparency Commission

### Key:

Complete
On track
Behind schedule
Risk of not delivering

Action	Progress update	Responsible Lead	Date	Status
<p>1. The Mayor considers additions to his Transparency Protocol to include actions to create an organisational culture, led by senior management, which values and presumes openness. This should include explicit support for whistleblowing where it is appropriate.</p>	<p>SOLACE facilitated exercise with senior management to identify issues.</p> <p>External facilitator also engaged to undertake team development work with the Corporate Leadership Team</p>	Will Tuckley	Q4 15/16	<b>Complete</b>
	<p>HR strategy revised - subject to review and refinement but aims to embed organisational culture that integrates an ethos of openness, wider engagement and stronger working relationships into every day working.</p>	Heather Daley	Q2 16/17	<b>Complete</b>
	<p>Staff engagement programme in organisational vision, values and culture –</p> <p>Council refreshed Core Values – Together, Open, Willing, Excellent and Respect (TOWER). Managers provided with a toolkit to be used in team meetings to measure performance against each of the values.</p> <p>The Council's HR policies, provisions and procedures are being reviewed to ensure they are clear and appropriate for the culture that we are seeking to achieve, including whistleblowing procedures.</p>	Heather Daley	Q2 16/17	<b>Complete</b>
	<p>27 Chief Executive roadshows coordinated over the past year. Held across Council sites and at different times of the day. Further roadshows set to take place throughout November and December 2017.</p>	Heather Daley	Q2 16/17	<b>Complete</b>
	<p>Reassessment for Investors in People accreditation – this will be taking place over the coming months.</p>	Heather Daley	Q3 17/18	<b>On track</b>

	<p>A revision of whistleblowing policies –  A new whistleblowing policy and procedure has been prepared, along with guidance for managers and investigators. This was supported and approved by the General Purposes Committee in October 2017. The Audit Committee is being given an important role in the ongoing monitoring of this issue to ensure the policies remain effective.</p> <p>A mandatory e-learning module has been prepared to be added to the new Learning Management System (LMS) as well as forming part of the Learning and Development Core Offer training packages for all staff.</p> <p>Refreshed core values, the review of Council HR policies, provisions and procedure, and revised employee code of conduct will also ensure we achieve a culture change in the organisation on whistleblowing.</p> <p>.</p>	Asmat Hussain	Q3 16/17	<b>Complete</b>
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<p>2: The Mayor extends his Transparency Protocol to include required conditions for the use of individual mayoral decisions (IMD)</p>	<p>Review to be undertaken on individual mayoral decisions made by the Mayor –</p> <p>All Mayoral decisions now taken by the Mayor in Cabinet, unless it meets one of the following criteria, in which case it can be taken by IMD:</p> <ul style="list-style-type: none"> <li>· It is an urgent decision</li> <li>· It is a minor decision in that it does not result in a change of council policy.</li> </ul> <p>A second review was initiated to evaluate this process. Changes as a result of this review include earlier oversight by Mayor of decisions, to ensure that where relevant they can be sent to Cabinet first instead of being dealt with as an individual Mayoral decision. This further reiterates that there should be a strong presumption in favour of Cabinet unless things are absolutely urgent.</p>	<p>David Courcoux</p>	<p>Q1 16/17</p>	<p><b>Complete</b></p>
<p>3: The Council implements a protocol governing the use of planning pre-committee briefings with applicants present, and includes materials used and any outcomes in reports to the development committees.</p>	<p>The service has explored the use of planning pre-committee briefings with applicants present. While a formal mechanism is not currently in place, a discretionary mechanism is available to enable members to be briefed beforehand if this were to be requested.</p>	<p>Owen Whalley</p>	<p>Q2 16/17</p>	<p><b>Complete</b></p>
	<p>An operational protocol note for the Mayor, lead members and development committee members is in place to set out conditions for, and the purpose of meetings with developers at the pre-application stage.</p>	<p>Owen Whalley</p>	<p>Q2 16/17</p>	<p><b>Complete</b></p>

<p>4: The new process for deciding on the spending of planning contributions is open and transparent, and includes some resident involvement</p>	<p>The Infrastructure Delivery Board has been agreed as the approach going forward, which provides an open and transparent approach to making decisions on the spending of S106 and Community Infrastructure Levy (CIL) at a corporate level</p>	<p>Owen Whalley</p>	<p>Q4 15/16</p>	<p><b>Complete</b></p>
	<p>Detailed proposals taken to Cabinet and approved on 5/1/16.</p> <p>On 5/4/16 at Cabinet the first Neighbourhood Forums were established in the Borough to enable neighbourhoods to establish neighbourhood planning areas. On 6/12/2016 at Cabinet, it was agreed that the LBTH approach is that 25% of CIL receipts should be allocated as the CIL Neighbourhood Portion across the whole borough. It was also agreed that the Neighbourhood Portion should be re-defined as the 'Local Infrastructure Fund' (LIF) and four LIF area boundaries were identified.</p> <p>All decisions relating to the LIF is taken to Cabinet, along with larger decisions relating to CIL in general.</p>	<p>Owen Whalley</p>	<p>Q2 16/17</p>	<p><b>Complete</b></p>
	<p>The LIF has been made available for the areas from which the funds are raised. Where a neighbourhood forum does not put forward a local plan of its own, a two stage consultation takes place to ensure that the views of local residents are considered, which includes a questionnaire and a drop in session.</p>	<p>Owen Whalley</p>	<p>Q3 16/17</p>	<p><b>Complete</b></p>

<p>5: Make information on spending of planning contributions publicly and easily available, delineated by ward, and sent to members, with regular progress reports to the Overview and Scrutiny Committee.</p>	<p>A 6 monthly newsletter is regularly published and available to the public providing an update on spend of CIL and S106 monies by ward.</p> <p>The new Infrastructure Delivery Board now receives monthly (depending on IDB scheduling) finance update papers on both CIL and Section 106 financial updates (including figures received/spent). In addition, information on s106 and CIL is provided as part of the budget monitoring reporting that goes to Cabinet each quarter.</p> <p>Coordination with Overview and Scrutiny is continually taking place, including work to continue improving transparency in planning, especially through committee materials.</p>	Owen Whalley	Q4 15/16	<b>Complete</b>
	<p>First Annual Infrastructure Statement to go to OSC and Cabinet that will provide a detailed analysis of all CIL and S106 monies received, allocated and spent by ward.</p>	Owen Whalley	Q4 17/18	<b>On track</b>
<p>6: The Council increases opportunities for community engagement in democratic processes</p>	<p>Explored holding committee meetings in a variety of venues more amenable to the public in different parts of the borough - Democratic Services have prepared a procedure to use when there are requests to hold meetings at other venues and a potential list of venues is available.</p> <p>Some meetings, such as OSC were held in different parts of the borough. The Health and Wellbeing Board are currently exploring holding meetings in other venues. Options for holding other meetings will be considered if requested.</p>	Asmat Hussain/Matthew Mannion	Q1 16/17	<b>Complete</b>

<p>Provide plain English summaries of items on committee agendas via the Council’s existing communications channels, and reporting these afterwards - Summary of agenda items for Cabinet are already included in the agenda.</p> <p>A summary of key items on Cabinet are published after the meeting via press release and to the council’s website and social media channels.</p> <p>A written guide on writing reports, including guidance on writing in plain English, has been prepared. Further Officer training is being planned, such as lunch time sessions, which will also include training on writing in plain English.</p>	<p>Sharon Godman/ Andreas Christophorou/ Matthew Mannion</p>	<p>Q2 16/17</p>	<p><b>Complete</b></p>
<p>Making Council and Cabinet webcasts viewable from the Council’s main social media accounts and on popular video hosting sites –</p> <p>The meetings webcasts are currently available from the Council website. Uploading such content onto popular public video hosting sites would not be appropriate at this time, although users are able to link specific parts of the webcast to their own social media accounts.</p> <p>A summary of key items on Cabinet are published after the meeting via press release and to the council’s website and social media channels.</p> <p>The public are also able to film all our formal meetings.</p>	<p>Asmat Hussain/Matthew Mannion</p>	<p>Q2 16/17</p>	<p><b>Complete</b></p>

<p>Live streaming of Cabinet already takes place. Feasibility of live committee participation through social media was explored. Such a mechanism is not generally utilised by other councils either due to the logistical difficulties around it and the lack of overall benefit offered to the user or to the Committee.</p>	<p>Asmat Hussain/Matthew Mannion</p>	<p>Q3 16/17</p>	<p><b>Complete</b></p>
<p>Enabling e-petitions on the council's website – an internal E-Petition facility was developed and at the same time the Council's Petition Scheme was reviewed to allow e-Petitions using the Council system to be accepted. The Petition Scheme was supported by the General Purposes Committee at its meeting on 12 October 2017 and was approved at Council on 22 November 2017. The ePetition system was made live shortly after.</p>	<p>Asmat Hussain/Matthew Mannion</p>	<p>Q2 16/17</p>	<p><b>Complete</b></p>
<p>As part of the development of the Overview and Scrutiny Committee Work Programme for 2016/17 options have been considered to enable the public to propose items.</p> <p>The OSC now includes 6 resident co-opted members who are involved in developing the Committee Work Programme, and another 6 across its sub-committees. The Committee continues to use a range of communication channels including press releases, social media and council website to engage with local people. Where appropriate, meetings are arranged at external venues to allow local people to attend and get involved.</p>	<p>Afazul Hoque</p>	<p>16/17</p>	<p><b>Complete</b></p>

7: The new Community Engagement Strategy (CES), and changes planned under the Mayor's Transparency Protocol to the consultation process for policy development and service change, take account of the findings of the Commission's consultation.	Final Community Engagement Strategy currently being drafted in response to consultation and is expected to reach Cabinet in January 2018. Some actions have already started, for example, a co-production pilot has already taken place with the funding for community cohesion projects being commissioned via co-production.	Emily Fieran-Reed	Q4 17/18	<b>On track</b>
	Public Consultation on the Strategy and approved by Cabinet – to be completed by Q4 17/18	Emily Fieran-Reed	Q4 17/18	<b>On track</b>
8: New localised consultation forums allow a key role for ward councillors.	The draft Community Engagement Strategy recognises that ward Councillors should have a key role in local engagement, especially where the Council is funding or supporting local action.  Also see Actions 6 and 7 above	Emily Fieran-Reed	Q4 17/18	<b>On track</b>

<p>9. Licensing and Planning Teams explore the feasibility of enabling the public to sign up to receive weekly email bulletins detailing applications received, consultation arrangements, and the status of existing applications, at ward level. They should also explore utilising social media and text alerts in relation to consultations; and Use plain English as far as possible in communications, and include guides to technical language that cannot be avoided</p>	<p>Introduction of upgraded public access system for planning (October 2015), available via the Council’s website, allows members of the public to search for applications by ward, date received, date determined and status and so on. Plans, supporting documents and statutory consultation responses can be viewed on line via the PAS. Anyone wishing to make comments can submit those directly online too.</p> <p>Residents and Members can sign-up for a weekly list of planning applications logged in their ward.</p> <p>A re-write of planning and building control website was completed on 3.10.17 with more up-to-date information, elimination of any duplication and providing easier access and information in plain English. Further work on incorporating more demand management techniques and potential to utilise other technological advances which help residents access the information they want quickly and easily has been planned.</p> <p>Statement of Community Involvement (SCI) being reviewed as part of more detailed demand management initiatives. This is looking at the possibility of utilising technology in the further targeting of notifications and accessibility of information on planning applications.</p> <p>Local Plan is currently in the final process of consultation (Oct 2017) – technology that allows people to input their comments and feedback directly into the document, and also view comments made by others, is being utilised.</p>	<p>Owen Whalley</p>	<p>Q4 16/17</p>	<p><b>Complete</b></p>
	<p>Licensing team has a webpage with all applications listed, where licences are granted, and the details of the licence. It</p>	<p>Dave Tolley</p>	<p>Q2 16/17</p>	<p><b>Complete</b></p>

	<p>includes a search facility enabling public to search in wards.</p> <p>With respect to consultations – all residents within 40 metres are notified that an application has been received and that details are on the website. A commitment to try to consult the community generally is also a part of every application. This goes beyond statutory requirements, which only require us to publish a list of applications.</p> <p>Once processed at the Licensing sub-committee, which are public meetings, all results are published on the Council website, and decision letters are sent to interested parties. They are then published online again within 14 days of the decision.</p> <p>Regular tweets were trialled for a period of time - current resources means continuing these would not be feasible and this would also not align with our Communications social media approach. Weekly bulletins have also not been possible, and there is no indication from service users of a reasonable appetite for this.</p>			
<p>10: The Council undertakes a full review of its Overview and Scrutiny arrangements, and amends these as necessary</p>	<p>Grants scrutiny sub-committee established which currently reviews all papers that go to Grants Determination Sub-Committee. It has also conducted a review on better social value within our procurement process.</p>	<p>Steve Hill</p>	<p>Q1 16/17</p>	<p><b>Complete</b></p>
	<p>It was reviewed after three months of operation and improvements suggested. These are now in the process of being implemented.</p>	<p>Steve Hill/ Afazul Hoque</p>	<p>Q2 16/17</p>	<p><b>Complete</b></p>

	<p>Housing scrutiny sub-committee established. It conducted a review on under-occupation since its establishment, looking at the Council's policy on under-occupation and best practice from other areas.</p> <p>Residents' concerns are also discussed at each meeting, and a spotlight session on repairs has been completed, addressing one of the biggest residents' concerns regarding housing.</p> <p>Induction programme developed for new OSC Members and Sub Committees.</p>	Afazul Hoque	Q1 16/17	<b>Complete</b>
	<p>Timing of OSC relative to Cabinet moved to allow for more time to consider reports prior to Cabinet.</p> <p>The Council also worked with the Centre for Public Scrutiny to support Members with scrutiny of the budget and Children's Services. Learning from 2016-17 have been used to develop the 2017-18 work programmes for the scrutiny committees.</p>	Afazul Hoque	Q1 16/17	<b>Complete</b>
11: Officers undertake a full review of compliance with the requirements of the Local Government Transparency Code and take any action required to secure this	A full review of compliance with minimum (Part 2) and recommended (Part 3) data of Local Transparency Code (LGTC) 2015 was undertaken and options going forward were proposed.	Ruth Dowden	Q2 15/16	<b>Complete</b>
	Achieve Compliance for part 2 data	Ruth Dowden	Q1 16/17	<b>Complete</b>

<p>compliance on a regular basis.</p>	<p>Agree and implement approach to Part 3 data.</p> <p>Following an exploration of what Part 3 data could be published, we have made a commitment to publish a number of recommended data sets, including spend exceeding £250; total amount spent on remuneration; size of Council assets; reasons for holding an asset; is the asset of community value; salary band charts for all staff at the top 3 levels; names of all employees with salaries over £150,000; and the number of fraud cases and their total monetary value.</p> <p>Of these, we currently provide data on spend exceeding £250, the total amount spent on remuneration, salary band charts of all staff at the top 3 levels, names of all employees with salaries over £150,000 and the number of fraud cases and their total monetary value.</p> <p>Information on assets is to follow shortly.</p>	<p>Ruth Dowden</p>	<p>Q2 16/17</p>	<p><b>Complete</b></p>
<p>12: Officers explore approaches to achieving three-star status for all relevant information required to be published by the Local Government Transparency Code (as applicable) within six to nine months; and assess the feasibility of achieving five-star status for different categories of data published by the council on an ongoing basis, in the longer term.</p>	<p>Options to achieve 3 through to 5 star status with respect to quality/accessibility of published data were identified and evaluated</p>	<p>Ruth Dowden</p>	<p>Q1 16/17</p>	<p><b>Complete</b></p>
	<p>3 star status in all data sets where this is feasible has been achieved.</p>	<p>Ruth Dowden</p>	<p>Q2 16/17</p>	<p><b>Complete</b></p>
	<p>Agree ambition and approach with respect to 4 and 5 star status and initiate work to achieve this - The proposal for the use of a data sharing platform to achieve the 4 star publication standard is being actively progressed. An extension of that contract has been enacted. Additional resources to enable us to reach 4 and 5 star status is in the process of being agreed.</p>	<p>Ruth Dowden</p>	<p>Q3 16/17</p>	<p><b>Behind schedule</b></p>

<p>14: In the short term, the Council develops a frequently-updated online hub of information accessible from the Council homepage, including all information required by the Local Government Transparency Code, as well as additional categories of information suggested in the body of the Commission's report.</p>	<p>See <a href="http://www.towerhamlets.gov.uk/lgnl/council_and_democracy/Transparency/transparency.aspx">http://www.towerhamlets.gov.uk/lgnl/council_and_democracy/Transparency/transparency.aspx</a> for the current status of the online hub</p> <p>As well as the Transparency Code data, Non-domestic rates (NMDR), a range of equalities monitoring data, performance of the Council, reports and papers associated with Council decision-making and the Freedom of Information Log is also provided.</p> <p>Once the new data sharing platform (see 12 above) is implemented, this will also increase the accessibility of our data significantly.</p>	Ruth Dowden	Q2 15/16	<b>Complete</b>
<p>15: In the longer term, the Council explores the costs and benefits of regularly publishing all of its data, with exceptions, as recommended in the Local Government Transparency Code.</p>	<p>This has been considered as part of the review and evaluation of options (see 13 above)</p>	Ruth Dowden	Q2 16/17	<b>Complete</b>
<p>16: Officers explore options to allow the public to access data published by the Council via user-friendly, visually appealing and easily-navigated interfaces, using Redbridge DataShare and Bath:Hacked as benchmarks.</p>	<p>A specification for a new system has been developed and is with the Council's ICT contractor for consideration – A new system will be in place in 2017.</p>	Afazul Hoque	Q4 2017/18	<b>On track</b>

	The Performance management system Covalent is currently being implemented. The Council has also purchased a data publishing software (SOCRATA) and will explore how both systems can interact to publish performance information in web format in a more accessible way. This will link the work relating to accessibility of data under recommendations 11 and 12 above.	Ruth Dowden/ Afazul Hoque	Q2 16/17	Complete
17: The Council appoints an open data champion for each directorate.	This was discussed by the Information Governance Group, where it was deemed not practicable, as well as required resources being unavailable. This could be explored again in the future with the implementation of the Council's new data publication platform.			

## **Appendix D - Local Government Transparency Code (LGTC) 2015: Part 2 required data benchmarking**

Under the LGTC 2015, we are required to publish a number of data sets and key Council documents. These include:

- Expenditure exceeding £500
- Government procurement card transactions over £500
- Tender for contracts to provide goods and/or services with a value that exceeds £5,000
- Contracts over £5000
- Grants information
- Organisation chart
- Senior salaries
- Pay multiple
- Trade union facility time
- Land assets
- Social housing asset value
- Parking accounts and spaces
- Fraud data
- Constitution

Every local authority has a duty to ensure this public data is:

- Good quality
- Clear and easy to understand
- Accessible and presented in a user friendly
- Kept safe

An internal benchmarking exercise was carried out with 17 London boroughs to compare how Tower Hamlets ranks against other boroughs and to help us understand how we can achieve greater transparency. Tower Hamlets currently provides all Part 2 required data at a minimum of a 3 star rating standard (see Table 1). It is also currently above average on some areas, on par with the other London boroughs in most areas, with some data sets in need of improvement where greater clarity could be provided. (See Table 2)

Tower Hamlets, however, provides all required data sets; only two other boroughs, of those analysed for this exercise, seem to provide all the required data under the LGTC 2015 at the current time. Of the 12 required data sets where it is possible to compare ratings, Tower Hamlets is at an average or above average rating on 10 of them. In particular, it's 3 star rating for information provided on parking accounts and spaces, fraud, grants and government procurement card spend is above average.

It is below average on data sets regarding tender for contracts to provide goods and/or services with a value that exceeds £5,000, where of the available data, 14 boroughs scored better and the remainder were on par or

did not clearly provide the data. On trade union facility time, just over half of boroughs also scored better than Tower Hamlets.

It should be noted however, that a number of boroughs, which currently score well, have more advanced data publishing platforms than the one Tower Hamlets currently employs. It is envisaged that with the procurement of Socrata, Tower Hamlets will be able to realise its ambition to achieve 4 and then 5 star ratings for all required data sets. Tower Hamlets also provides a significant amount of recommended Part 3 data.

With clarity and accessibility at the core of the LGTC 2015 requirements, Tower Hamlets is doing well having provided all required data sets in a reasonably accessible manner, where the information is relatively easy to find. The implementation of Socrata should further improve this.

**Table 1 – Tower Hamlets rating of LGTC 2015 Part 2 data**

<b>Information category</b>	<b>Current format</b>	<b>Current star rating</b>
<b>Quarterly</b>		
Expenditure exceeding £500	CSV and Excel	Three
Government procurement card transactions over £500	Excel, CSV – latest was June 2017	Three
-		
Tender for contracts to provide goods and/or services with a value that exceeds £5,000	Link to summaries on London Tenders Portal for current invitations	Three
Contracts over £5000	Information available from London Contracts Register as CSV	Three
Grants	PDF, Excel and CSV	Three
Organisation chart	PDF	Not reasonably applicable but can be picked up under data for senior salaries
<b>Annually</b>		
Senior salaries including divisional directors and the budget and role of employees earning over £50,000	PDF, Excel and CSV	Three
Pay multiple	PDF	Not

		reasonably applicable
Trade union facility time	Excel spreadsheet	Three
Land assets	Excel spreadsheet and CSV	Three
Social housing asset value	PDF, Excel and CSV	Three
Parking accounts and spaces	PDF	SOCRATA will enable us to make this data more accessible
Fraud	Word, Excel and CSV	Three star
Constitution	HTML	Three

**Table 2 – Benchmarking data**

Data	Tower hamlets	Waltham Forest	Newham	Hackney	Greenwich	Southwark	Lewisham	Westminster	Hammersmith and Fulham
Expenditure exceeding £500	3	3	3 (June 2017 data)	3	4	4	3	3	4
Government procurement card transactions over £500	3	3 (2016 data)	3 (March 2017 data)	None Found	None Found	4	3	3	4
Tender for contracts to provide goods and/or services with a value that exceeds £5,000	3	None Found	3	4	3	3	4 (2016 data)	3	3
Contracts over £5000	3	None Found	3	3	None Found	4	None Found	3	4
Grants	3	2 (2013-14 data)	3	4	None Found	3	None available	3	3
Organisation chart	N/A	1	3	2	None Found	1	3 (some info not included)	4	4
Senior salaries	3	1	1 (Nov 2016)	3	4	2	3	4	4
Pay multiple	N/A	None displayed	3	None Found	None Found	None Found	2 Some information	3	3
Trade union facility time	3	None displayed	3	4	4	3 (2015 data)	4	4	4
Land assets	3	2	3	3	4	4	3	3	4
Social housing asset value	3	2	3	3 (2015 data)	4	4	4	4	4
Parking accounts and spaces	3	1 (2015-2016 data, PDF)	2 (2014-15 data)	4	None displayed	3 (2015/6 data)	2 (no accounts information)	None Found	1 (2014-15 data)

Fraud	3	None Found	1 Half info available	None displayed	None displayed	Links to agenda (No clear display)	3 published in meeting minutes	4	4
Constitution	3	4	4 (May 2016)	3	3	In meeting minutes	3	3	3

Data	Camden	Islington	Lambeth	Barking and Dagenham	Barnet	Redbridge	Haringey	Ealing	Wandsworth
Expenditure exceeding £500	4 (Sept 2017)	3	4	None Found	4	4	None Found	3 (2013-14 data)	3
Government procurement card transactions over £500	None Found	None Found	None Found	None Found	5	4	None Found	None Found	3 (2017-18 data)
Tender for contracts to provide goods and/or services with a value that exceeds £5,000	4 and July 2017	4	3	4	4	4	4	3	4
Contracts over £5000	4 and July 2017	4	3	4	4 (2013-14 data)	4	None Found	3	4
Grants	4 but 2014-15	3 (2015-16 data)	None found	None Found	4	4	4	2 (unclear)	4
Organisation chart	4	None Found	None Found	4	4	4	None Found	3	4
Senior salaries	4	2 (not all info displayed)	3	4	4 (2014-15 data)	4	4	3	3 (2015-16 data)
Pay multiple	None Found	None Found	3	3	3	None Found	None Found	None Found	3 (2015-16 data)
Trade union facility time	4	None Found	3	4	4	4	3	3	3

Land assets	4	3	None Found	4	4	4	4	None Found	2
Social housing asset value	3	None Found	3	4	4	4	3	None Found	2
Parking accounts and spaces	4	None Found	3 (2015 data)	4	None Found	None Found	None Found	None Found	3 (2015-16 data)
Fraud	4	None Found	4	None Found					
Constitution	None Found	3	3	3	3	3	3	3	3