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20 February 2017

Dear Secretary of State,

## **LONDON BOROUGH OF TOWER HAMLETS: FINAL PROGRESS REPORT AND LOCAL OVERSIGHT ARRANGEMENTS 2017 – 18**

I am writing to you regarding the Directions regime for Tower Hamlets. Unless extended they will of course expire on 31<sup>st</sup> March 2017. It is my belief that my Borough has now met the requirements as specified in the aforementioned Directions and is able to demonstrate continued delivery and sustainable improvement. A summary of our final progress report on the current Best Value Action Plan (BVA Plan) is appended to this letter as is a proposed Best Value Improvement Plan 2017-18 (BVI Plan), which is our intended continued programme of work in areas subject to the Directions.

As I have stated previously, initially I was rather disappointed that my arrival as Mayor was not in itself seen as clear evidence of the cultural change that was necessary at the Council. I perhaps took an overly optimistic view that our problems largely derived from the behaviour of my predecessor's regime, and would end with his departure, and was also frustrated by the fact that the Commissioners carried a significant cost to the Council, both financial and of time.

It is clear that following the setting of Directions in 2014, the Commissioners experienced a very defensive and inward looking organisation, in denial that change was needed. There was demonstrable evidence of poor practice and standards below those expected in local government. There was weak management and poor leadership and further Directions were issued in April and May 2015. In my view Tower Hamlets missed an opportunity to make substantive progress to meet the original Directions, change and improve.

It has been a journey and progress in addressing the Directions has been formally reviewed every six months. Following my election in June 2015, in March 2016 the Commissioners noted steady progress in relation to procurement and elections, extending this to the other areas of the Directions in September 2016. Your Department has I think echoed the acknowledgment of progress in all areas. While we have been impatient for progressive lifting of the Directions, Commissioners remained concerned that relaxing controls required further progress and the embedding of good practice. In the updates provided since and in the attached final report it is clear that significant change has taken place and there are now robust arrangements in place to continue our journey of improvement.

Real and sustained progress has been achieved since my election and the appointment of the Chief Executive, Will Tuckley. I acknowledge that the Commissioners presence, and assistance, has helped me and my leadership team, and our management team, to understand the underlying problems of our Council in far greater detail. This would not have happened in such a comprehensive manner without them. They assisted us in examining and understanding the wider cultural issues in the way in which the Authority has behaved. This required a fundamental change in our senior management team, a strengthening of our internal checks and balances and a re-examination of our scheme of delegation. So while I am impatient for the Directions, and the need for Commissioners, to end now, I am grateful for their contribution and that they have been here.

Since the last progress report and our recent correspondence where I welcomed the removal of the Direction on Procurement and powers returned to the Council to determine grants albeit with continued oversight, we have worked closely with the Commissioners to demonstrate delivery and sustainable improvement. During the last six months work has intensified in order to deliver the outstanding actions in the current Best Value Action Plan. This involved meetings with the Commissioners, workshops to focus on evidence of delivery and commitment to ongoing implementation.

Set out below is a summary report of the latest progress. This was considered by the current Best Value Board on 24<sup>th</sup> January 2017. I am pleased to confirm the Council is now reporting all 205 actions in the Best Value Action Plan have been delivered with further implementation activity found in Tower Hamlets Best Value Improvement Plan 2017-18.

In addition, I have put in place new oversight arrangements which, should you be minded to revoke the Directions, would provide an organisational and public focus on continued delivery and improvement.

## **ELECTIONS**

Since 2015 Tower Hamlets has successfully held three elections which include an EU referendum, a GLA election for the Assembly and Mayor of London as well as the Whitechapel by-election. The Electoral Commission and Commissioners have provided helpful advice and oversight that has ensured quality control. All statutory deadlines were met and no substantive incidents or complaints were received. Following the Government's response to Sir Eric Pickles' review the Returning Officer has been working with the Cabinet Office and partners to prepare a submission to participate in a pilot for voter identification. The current BVA Plan has been delivered meeting the requirements set out in the Directions and there is a range of improvement activity found in the BVI Plan 2017 – 18, with which we hope to progress following the conclusion of the BVA Plan, which includes ongoing work with the Electoral Commission..

I fully support the Returning Officer in the efforts to plan and deliver elections that are safe and free from corruption. However, I am acutely aware of the continued anxiety pertaining to any potential prospect of electoral fraud at the next elections in 2018. I am concerned that any possibility of this will undermine the Council's improvements and send the wrong message to the wider world. My Returning Officer is aware of this. A culture of intolerance of bad practice needs to continue to be asserted by Members.

## **GRANTS**

The Council has made significant progress in relation to all aspects of grant management including putting in place a range of oversight arrangements that ensure greater openness and transparency including establishing a Grants Determination Sub-Committee. This is a Sub-Committee of Cabinet which met in public for the first time on 17<sup>th</sup> January 2017 and which I Chair. This Committee builds on the work undertaken previously by the Commissioners and considers comments from cross-party Grants Scrutiny Sub-Committee before decisions are taken. Public participation is encouraged and

integral to the overall transparency of this agenda. Openness about our Grants function is an essential requirement in sustaining and strengthening public confidence in our leadership.

The Grants Determination Sub-Committee met on 14<sup>th</sup> February and will meet again on 28<sup>th</sup> March 2017 with Commissioners in attendance. The Council's BVI Plan 2017 – 18 sets out a range of activity that requires further implementation including completing a restructure of the third sector team, a review of the Grants Determination Sub-Committee and delivering the pilot co-commissioning of the community cohesion theme of the current mainstream grants programme.

## **COMMUNICATIONS**

In January 2017 we completed the restructure of the corporate communication team and developed a fully financed communication plan. The Plan sets out a range of activity, much of which has been completed including determining the costs related to the production of a new quarterly magazine, Our East End. Three editions of the magazine were published in 2016. We have adopted a campaign model and used it to support the consultation and engagement with our partners, residents and staff that subsequently informed the setting of our three year budget. We are now in the process of advertising a three year contract to deliver an effective service to provide for Public Statutory Notices and anticipate awarding a contract in early spring. In the meantime we have put in place interim arrangements with the East London Advertiser to ensure Notices are publicised accordingly. It is important to note all activities from the current BVA Plan have been delivered.

A range of further activity that has been started and still needs to be implemented can be found in the BVI Plan 2017 -18 including the completion of the aforementioned procurement exercise as well as development of thematic campaigns and delivery of a communications action plan. Over the next year we will enhance our internal and external communication channels resulting in better capacity to understand and target communications so that there is greater engagement and transparency.

## **PROPERTY**

In November 2016 Cabinet agreed the Council's approach to community buildings. This included the development of new community hubs, entering into leases with some tenants, and moving some properties out of the community buildings portfolio, particularly to provide for much-needed housing. We recently carried out a carefully managed programme of property disposals securing significant capital receipts for application to wider priorities. In February 2017 Cabinet endorsed proposals relating to our wider corporate Accommodation and Space Management Policy. This demonstrates the links between different aspects of our approach as well as those relating to the Asset Rental Account. During the year ahead the Council will continue to audit the tenancies and occupancy of its property portfolio especially in relation to organisations in receipt of mainstream grants. Further implementation activity is found in the BVI Plan 2017 – 18.

## **ORGANISATIONAL CULTURE**

The organisational culture at Tower Hamlets is changing. The Council has a clear vision, a strategic plan supported by a three year budget, and a workforce strategy and transformation programme. A senior management reorganisation has been introduced and recruitment is well advanced. The final Member interviews for the permanent monitoring officer post are scheduled to take place in mid-March 2017. In addition, findings from the Council's most recent staff survey will inform the refresh of organisational values as well as staff learning and development. There is a specific focus on management and leadership.

In September 2016 we launched an independent ClearUp Project to deal with any remaining allegations of impropriety or serious concerns residents or staff might have had. Independent investigators were appointed in January 2017 to look into these and report their findings and recommendations. A report is expected at Cabinet in May and Full Council in June 2017. Also in January the Council instigated an independent external review of the whistleblowing arrangements introduced earlier in 2016. The review will also reflect the findings from the ClearUp report. The

outcome of the review will be to have a leading, best practice approach in terms of policy, practice and training that is effectively monitored, reported and communicated.

An updated Scheme of Delegation that clarified roles and responsibilities of the Chief Executive and Elected Mayor was reported to Full Council in September 2016. In March and May 2017 a review of the Council's constitution and governance arrangements will be reported to Full Council which has been overseen by a cross-party Constitutional Working Group. In addition we have established a cross-party Governance Review Working Party and through this commissioned Solace to carry out a review of Member relations. The GRWP has considered the findings resulting in more dialogue between councillors and a better understanding of the key issues. The organisational culture activities have either been delivered or started with future initiatives set out in the BVI Plan 2017 – 18.

### **BEST VALUE IMPROVEMENT ARRANGEMENTS 2017 - 18**

To continue my Council's improvement, we have developed a future programme of actions and processes encapsulated principally in our BVI Plan. I hope you will be minded to allow the Directions to expire and will endorse these robust oversight arrangements that I have put in place for 2017 -18. These are as follows.

At Cabinet on 7<sup>th</sup> March 2017 and as a successor to the current arrangements, I will publish a Best Value Improvement Plan (BVI Plan) 2017 -18 which we have discussed with your Commissioners and which has five key priority areas and 26 strategic actions. The priority areas are grants, elections, property, organisational culture and communications. This plan is designed to drive the continued implementation of change and strengthened controls and governance as well as continued improvement.

Twice a year, as part of the Council's commitment to openness and transparency, an updated progress report will be submitted to the Overview and Scrutiny Committee and Cabinet. In addition I will produce an annual BV Improvement report which will be submitted to you and your department.

I will establish and chair a new public Best Value Improvement Board (BVI Board) with a remit to oversee the Council's continuous improvement journey as well as ensure the delivery of the BVI Plan 2017 – 18. It is envisaged the BVI Board will meet every quarter and I will offer places to ensure there is multi-party representation. To ensure transparency and external challenge I will also work with the Local Government Association (LGA) on sourcing independent representation on the BVI Board. Representatives from DCLG will be welcome at these public meetings and I will make available all relevant papers.

In addition, as part of the Council's commitment to be outward facing, I will engage the services of the LGA to provide external challenge as well as best practice guidance and learning opportunities from elsewhere. The Council has already benefitted from specific programmes and projects delivered by the LGA in particular those focussed on HR, communications and Member development. We have also worked with Centre for Public Scrutiny (CfPS); they supported the development of our scrutiny committees recently with the preparation of our budget scrutiny process. Members and staff are encouraged to take up opportunities of support especially those that are tailored and subject specific: in particular best practice in relation to communications, grants and the voluntary sector. I have previously mentioned that the Returning Officer has had dialogue with the Cabinet Office in relation to pilot voter ID for the next election. We are exploring opportunities to take part in other Government programmes such as One Public Estate.

Finally, I am extremely keen to demonstrate the Council is an organisation that is open to challenge and focussed on improvement and there are many activities taking place now and in the year ahead that will help shape this journey. Recently, I reconstituted Tower Hamlets Strategic Partnership which had become dormant under my predecessor to ensure there is greater collaboration on borough-wide, regional and national priorities. The Council is also in the process of centralising and strengthening the strategy, policy and performance function which is pivotal to ensuring the organisation is evidence-led

and driving improvement. Alongside this we are also revamping our performance management framework, placing a greater emphasis on accountability and transparency across the organisation and wider community.

Opportunities to drive improvement will also be determined by a range of external challenge including those flowing from the recent Ofsted inspection as well as forthcoming ADASS sector-led peer review. The Best Value Improvement Plan 2017 – 18 includes reference to these and other activity to ensure there is a corporate approach to implementing any future improvement activity. In addition the Council will progress our Investors in People (IIP) external accreditation as well as use the results from our recent staff and residents' survey to help us understand our progress and inform our future strategic priorities.

Being subject to Government Direction is a challenging experience which provides unique insights that should be shared. That is why Sir Ken Knight, the Government's Lead Commissioner, Will Tuckley, Chief Executive and I are keen to share the learning of this experience with colleagues across local government at the next LGA conference in July.

### **DIRECTIONS AND COMMISSIONERS**

Today, Tower Hamlets Council is a different organisation to the one I inherited following my election 20 months ago. There is now real evidence that I have replaced weak management and poor leadership, and adopted a clear determined approach. I have outlined some of the good progress we have made and the steps taken to achieve this. However, it is a continuing journey and I am not complacent about how tough it has been or will be in the future to deliver and sustain the continuous improvement that remains necessary. That is why I have been clear with the Council's senior management that we must transform the way we work, to become an outward facing organisation that is innovative and proactive with a focus on delivery and improving outcomes. I want Tower Hamlets to be confident, committed, and creative; at ease with challenging any culture of organisational convenience in the pursuit of excellence for our residents. And it should go without saying that this includes the expectation that all members and staff uphold the Nolan principles in public life.

The Commissioners' role in Tower Hamlets journey has been pivotal in providing the necessary direction, challenge and scrutiny. There can be no doubt the Council has been the beneficiary of their experience and wise counsel and our progress is testament to this. Whilst I look forward to their departure I want to take this opportunity to formally express my gratitude for their support. Finally, if you are minded to end Directions on 31<sup>st</sup> March, I look forward to the return of full democratic control. I would like to extend a warm welcome to you should you wish to visit our borough.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'John Biggs', with a stylized flourish at the end.

John Biggs  
Executive Mayor of Tower Hamlets

**Best Value Action Plan  
Final 6 monthly update report**

The Council is pleased to provide the final report setting out the progress made implementing the Best Value Action Plan as required under the Directions of December 2014. This report notes that the Council has met all actions in the Best Value Action Plan against the six areas of Property, Election, Organisation Culture, Procurement, Grants and Communications. In total 205 actions in the Best Value Action Plan have been delivered.

The Council's progress against the Directions was acknowledged by the Secretary of State in January 2017 when he confirmed the removal of the Direction on Procurement and powers returned to the Council on determining grants with a new oversight Direction on Grants. The Secretary of State also reduced the Commissioner team from 4 to 3.

The Council has benefited from the skills and experience Commissioners have brought to our improvement journey and this report details the changes we have made as well as related impact. The Council is keen to continue on this journey and has developed a Best Value Improvement Plan which details work that will be delivered during 2017-18. This includes working with a range of external partners such as the Electoral Commission, Local Government Association, Central Government Departments, ADASS and Investors in People. Also engaging local residents and working with local statutory partners and the voluntary and community sector to improve Tower Hamlets.

It is recognised that implementing significant organisational change is a long-term, iterative process. As such, this update report also addresses issues, which fall outside of the formal Best Value Plans agreed with the Secretary of State, that have been identified by the Council or the Commissioners as matters where further work is required and underway.

**Recruitment to Statutory Monitoring Officer**

The recruitment process for the Statutory Monitoring Officer has begun and long listing will be completed by mid-February 2017 and the final Member interviews are scheduled to take place by mid-March 2017. At the same time recruitment to the vacant corporate structure roles are also being undertaken.

**Procurement**

All actions in the Procurement Best Value Action Plan have now been successfully delivered and the Secretary of State has written to the Council to confirm this Direction has been removed. As part of our broader Procurement Strategy 2016-2019 commitments, work is underway in delivering further improvements within procurement, commissioning and contract management.

Our Procurement Strategy 2016-2019 sets out in broad terms how the Council intends to organise its procurement and commissioning resource and skills to continue to secure value for money whilst stimulating local markets. The strategy focuses on the Council's strategic approach to enhancing the management and development of our suppliers through improved

commercial and contract management, introducing a centralised operating model that ensures better integration between these service areas, provide insightful analysis on supply markets, develop better relationship with our strategic contractors to inform the Council's strategic planning and ensure best value duties are fully discharged.

### **Grants**

All actions in the Grants Best Value Action Plan have been delivered and significant progress has been made in relation to all aspects of grant management, including establishing the Grants Determination Sub-Committee which met for the first time on 17<sup>th</sup> January 2017. This is a Sub-Committee of Cabinet and at the meeting it was agreed that the Mayor would Chair this Committee. The meeting took place in public and a Commissioner was present. This Committee builds on the work undertaken previously by the Commissioners and considers comments from the Grants Scrutiny Sub-Committee before decision is reached on each item. As with all other Committee public participation and submissions are considered relating to items on the agenda. The Grants Determination Sub-Committee also met on 14 February and will be meeting on 28 Mar 2017. During 2017-18 a number of follow up work will be delivered which includes completing the third sector team restructure, review of Grants Determination Sub-Committee and delivering the pilot co-commissioning of the Community Cohesion theme of the current MSG programme.

### **Communications**

In January 2017, Communications and Marketing presented a Communications Action Plan to Commissioners to detail the work that has been done to resolve outstanding issues in four areas – complete team structure; determine costs of publications; ensure the effective delivery of campaigns; resolve the future of Statutory Public Notices. The Commissioners had asked to see plans for the delivery of these four areas following the presentation of the fully costed business plan for the Communications and Marketing Service in August 2016. The action plan showed that all four areas had been resolved. The Communications and Marketing Service restructure was completed in January 2017. The cost of publications such as Our East End, the quarterly magazine, has been determined three issues have been published in 2016. The Council has moved to a campaign model and used it to deliver two major campaigns at the end of 2016 on the Council's three year budget setting process.

The future of statutory notices has been decided following legal advice. The decision was to enter into a three year contract to advertise with the East London Advertiser. The notices will be bought through a media buying company to provide the Council with better rates, and the process is currently being advertised through procurement and is expected to be awarded in April 2017. A timetable detailing the procurement process has been supplied to the Commissioners. In the meantime the Council continues to advertise through East London Advertiser via a temporary contract with media buying company TMP.

### **Property**

Further progress has been made in this area over recent months. The Council has carried out a carefully managed disposals programme securing significant capital receipts for application towards council priorities. A continued key area of focus over the next period will be

implementing the Council's approach to Community Buildings. This was set out and agreed in a report to Cabinet in November 2016 and will include the development of new community hubs, entering into leases with some tenants, and moving some properties out of the community buildings portfolio, particularly to provide much-needed housing. In addition, in February 2017, Cabinet endorsed the proposals on Asset Rental Account, in particular how such a model fits within a wider corporate Accommodation and Space Management Policy as well as the wide strategic context

### **Organisational Culture**

The Council's Organisational Culture Plan provides a robust framework to support current and future activity in this area. This is complemented by a new Workforce Strategy with significant emphasis on areas such as leadership, staff engagement and core values. The Council's Transformation Programme 'Smarter Together' will transform the way Council operates by becoming a modern Council that uses a range of technology and information to provide better services and reduce demand on Council services. At the same time ensuring we can harness economic growth and deliver the best outcomes for our residents.

The Council continues to be more outward facing by being actively involved in national and sub-regional discussions and in particular working with our neighbouring boroughs to improve cross borough working. We have developed a draft Community Engagement Strategy which will strengthen our engagement and involvement with local people and stakeholders and ensure this reflects in our service design and delivery. We have reconstituted the Tower hamlets Strategic Partnership which met for the first time in January 2017 and is currently developing a work programme for the coming year including the development of a new Community Plan in 2018 for a shared vision for Tower Hamlets.

The independent 'Clear Up Project' was launched in September 2016 with a three month nomination period for submission of previously unconsidered allegations. The project is overseen by a Project Board consisting of the 3 Statutory Officers and a Commissioner and will report the findings and recommendations on the 66 allegations they received by March 2017.

The review of the Council's constitution and governance arrangement has been overseen by a cross party Constitutional Working Group and will report to Full Council in March and May 2017. A group leaders and whips group has been established to take forward the work of Members conduct and in particular at Full Council meetings. This will consider findings from the Solace review and enable greater dialogue and understanding of the key issues. The work on Officer Scheme of Delegation started in Summer 2016 and the roles and responsibilities of the Chief Executive and Mayor has been clarified and reported to Full Council on 21<sup>st</sup> September 2016.

During 2017-18 internal and external communication channels will be enhanced with better capacity to understand need and target communications.



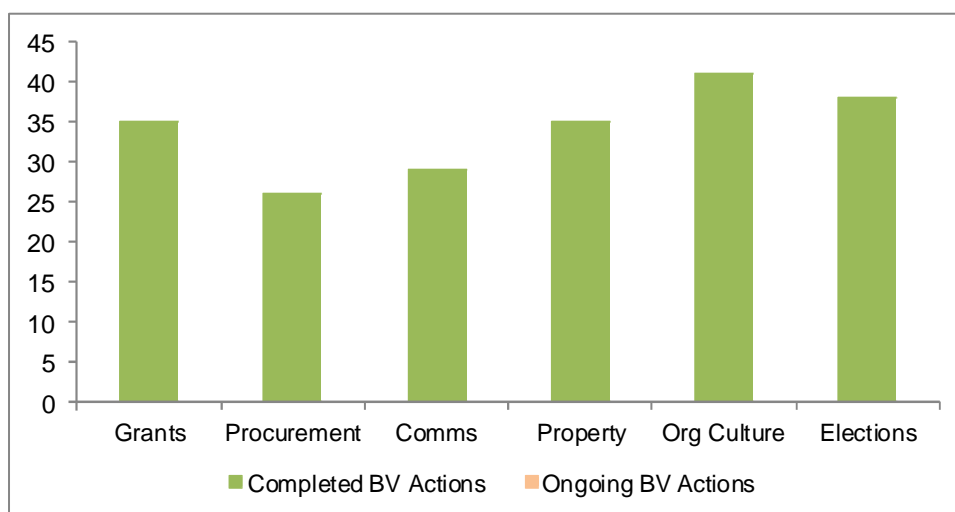
## Elections

All actions in the Election Best Value Plan have been completed which includes satisfactory delivery of 2 major elections on the EU Referendum and the Mayor of London election. Since the last update the Council has also successfully delivered a local by-election in December 2016. Following the Governments response to Sir Eric Pickles' Review, in conjunction with key partners, we are meeting Government officials at the end of February 2017 to express our interest in participating in the proposal for voter identification pilot scheme for the local elections in 2018.

A key focus for the service in 2017-18 will be to prepare for the 2018 local elections. This will be a challenging election but based on current experience and early engagement of relevant stakeholders the Council is confident of delivering another successful election.

### Overall progress against Best Value Action Plans

The charts below shows progress against the 205 milestones identified within the Best Value Plans first agreed with the Secretary of State in March 2015. The Council has now delivered against all the milestones in the Action Plan with on-going work in 2017-18 detailed in the Best Value Improvement Plan.



Further details on the Best Value areas of Communication, Property and Organisation Culture which had outstanding actions as reported in the previous submission to the Secretary of State in September 2016, are detailed over the next few sections.

<b>Best Value Area</b>	<b>Communications</b>	<b>Overall Delivery Status: GREEN</b>
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**Progress Summary**

**Background**

Communications in Tower Hamlets had a history of being reactive with a heavy reliance on the Council's weekly publication, East End Life. Many of the messages and activities being communicated were determined by services' willingness and ability to pay and there was little use of insight or data to identify appropriate communication channels and support the delivery of effective communications campaigns. Since the Best Value Action Plan was introduced there has been significant progress in reforming the way the Council deals with internal and external publicity management.

**Key achievements**

- A new Communications Strategy and a model for communications work for 2016/7 which ensures that communications activity is clearly linked to the Strategic Plan and residents' priorities as set out in the Annual Residents' Survey has been developed. In addition, the Council used feedback from an LGA review of its communications activity to develop its own digital communications and a more pluralistic approach to communicating with residents;
- A new Content Management System was procured to improve access to, and user experience of the Council's website, and enable us to improve our SOCITM rating. The new system went live in December 2015;
- A new e-newsletter was launched on 24 March 2016, and is being distributed regularly to just under 20,000 residents with plans to further drive up the circulation list.
- The Council has been compliant with the Code of Recommended Practice on Local Authority publicity since 18 May 2016, with the final edition of East End Life published on 16 May 2016;
- A new quarterly publication, Our East End, was developed and launched on 13 June 2016 with an increased distribution of 120,000 to reflect the growth in population since the initial production of East End Life. 17,000 bulk drops are also made to Council and community buildings. Three issues of Our East End have been published in 2016 with the next edition due for publication in march 2017;
- The Communications Protocol has been updated, agreed by the Corporate Management Team (CMT) and promoted widely via internal communications channels;
- Training on the Communications Protocol has been delivered to relevant Mayor's Office staff (including new members of staff);
- The service has rolled out of the Print and Design framework. The majority of the Council 's marketing collateral now goes through Communications Service enabling us to achieve significant savings for the Council as a whole;
- A Digital Communications Strategy has been developed and agreed by CMT to support the emerging Digital Strategy;
- We have a continued focus on engagement via social media, which has seen a significant increase in the numbers of residents engaging with the Council through Twitter, Facebook and Instagram. We currently have 12,550 followers on Twitter, 1,006 on Instagram, 1,678 Facebook likes, 4,232 LinkedIn followers.
- We are focusing on the ongoing delivery of communications campaigns for directorates aligned with Council and Mayoral priorities, and residents' priorities as reflected in the Annual Residents' Survey;
- An updated communications strategy to the end of the financial year and action plan has been agreed with the Commissioners with agreed new campaigns and will also be further developing our communications infrastructure and channels.
- A new suite of internal communications is being developed with key elements already in place (including poster sites in Council buildings, use of plasma screens and the launch of weekly staff e-newsletter).

### **Measurable outcomes for existing work**

A set of outcomes have been designed to measure the effectiveness of the work the service carries out. They include:

- E-newsletters are regularly sent out (latest figures are to just under 20,000 subscribers). The (government) industry standard is for an open rate of 22.38 per cent, click rate of 2.7 per cent. Our average open rate is 40.5 per cent with a click rate of 7.7 per cent. E-newsletter no.20 had an open rate of 40.9 per cent and a click rate of 5.2 per cent. These rates are monitored for each e-newsletter. 89 per cent positive/neutral coverage of the Council in the media as assessed in our quarterly performance monitoring reports;
- 100 per cent of relevant Mayor's Office staff received training on Communications Protocol;
- Audit of compliance with Communications Protocol to provide substantial assurance - substantial assurance awarded;
- Target of 10,000 Twitter followers by end of 2015 met, currently we have over 12,550 followers

### **Areas where work continues to progress**

Further development of communication infrastructure will be undertaken including building our resident profile and segmentation of this to enable our communication channels to target to appropriate audiences.

The statutory notices contract will be awarded for a period of three years and discussions taking place whether this could be placed on-line.

Deliver the 2017-18 work on the Smarter Together Programme for both internal and external audiences building on lessons learnt from 2016-17.

Best Value Area

Property

Overall Delivery Status: **GREEN**

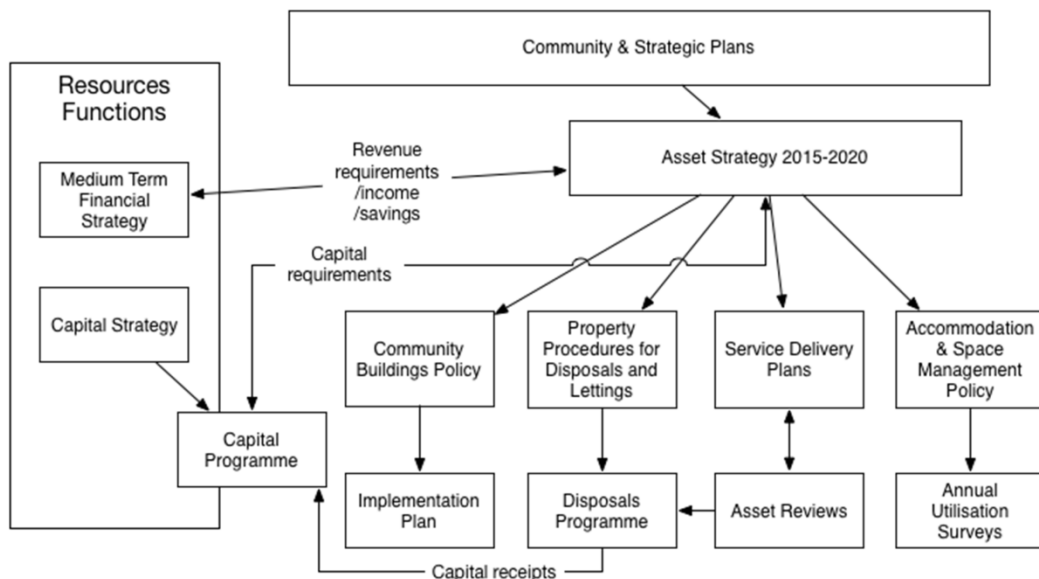
### Progress Summary

#### **Background**

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.

#### **Key achievements**

A number of key strategy and policy documents have been through the appropriate governance processes and been adopted by the authority. These include the Property Procedures for Disposals and Lettings, the Asset Strategy: Scoping, Principles & Priorities Paper, and the Community Buildings Policy. In addition, the Terms of Reference for the Asset Management Working Group and Board have been updated as well as the s151 officer's financial instructions in relation to disposals. In addition, the Mayor and Cabinet will – at February Cabinet – be asked to endorse the mechanism by which the property service, in its capacity as the corporate landlord, will recharge services for their occupation of space. The Mayor and Cabinet are also being asked to endorse the strategic context in which property is managed and property decisions are made. The strategic context, and the relationship between these documents and strategies, is set out below.



The adoption of the Asset Strategy has set 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. A high level operational property review will be undertaken in 2017/18, following the completion of recruitment exercises to key posts in the team. This will take a broad look at the Council's estate to identify those parts of it that represent the poorest performers, in terms of cost to the Council. Those sites would then be scrutinised further and services asked to justify their continued retention. The aim is to develop a transparent approach to demonstrating the cost of poor premises, and to focus challenge to the areas of greatest potential early gain. In addition to these reviews, thematic reviews will be carried out across some key areas of the Council's estate. The first of these will be a review of the council's depots, to be followed by a review of leisure facilities. These reviews will be carried out in the context of current or emerging procurement activity as well as the latest (adopted or draft) strategies for those areas. The review will also take into account evidence on need/demand that has been gathered as part of the production of the Local Plan.

The Community Buildings policy has also set out a framework for the future management of the council's portfolio of community buildings. This includes reaffirming a number of principles, including rental for exclusive possession leases being set at the open market value (for community use), signed agreements needing to be in place, and ensuring a clear demarcation of responsibilities is agreed between the council and the tenant/user. The Council has also established a Community Benefit Rent Reduction Scheme, a mechanism through which the council will assess, quantify and recognise the community benefits being delivered by some tenants in the form of a rent reduction.

The Council has started the process of entering into some leases as part of the implementation of the policy. The first tranche of leases are with the nurseries whose leases will be based on the open market rent (for D1 use) with no eligibility for the rent reduction scheme. These leases are due to be completed before the end of the year (31<sup>st</sup> March 2017). In addition, the Council is reviewing the vacant buildings with a view to returning some community buildings to housing use (as they previously were) as well as other alternative uses (e.g. for use by THH caretakers).

Cabinet also agreed a proposal that the Council create a number of 'community hubs'. These will provide low-cost and flexible spaces for local community groups and TRAs to use on a sessional and shared basis, either based on a licence or a hire agreement. This will increase utilisation levels of the community buildings estate and ensure there are appropriate usage/property agreements in place for all building users/tenants. The creation of these hubs will also generate surplus properties as existing tenants move out of their current premises. The public consultation exercise and more specific consultation with the community and voluntary sector indicated there is strong support for this.

The feasibility study for the first hub has been completed and the Council is currently looking to procure the works necessary to convert the building into a hub. As this will be the first of a network of community hubs, the Council is keen to ensure that the right facilities are put in place, that suit the needs of a wide range of user groups. The target date for the completion of works is by the end of March. Additional hubs will be delivered in 2017/18.

One of the key challenges for the service, but also for the Council, will be the delivery of a new civic centre. The Council purchased the Royal London Hospital site in February 2014 for this purpose and this site was confirmed as the preferred location by the Mayor in Cabinet in November 2015. Officers undertook a procurement exercise to appoint an architect-led multi-disciplinary design team. Stirling prize-winning firm, Allford Hall Monaghan Morris, were appointed following a highly competitive procurement exercise. The first iteration of the client brief has been signed off and the design team are progressing their work to respond to that brief by producing the concept design. The site surveys are also being instructed and undertaken. Consideration is being given to carrying out soft strip out works or enabling works to provide additional certainty when procuring the main contractor as well as potentially securing additional time in the programme.

The service has also been undertaking tenancy/occupancy audits across a range of portfolio areas. This has involved cross-referencing the Council's occupancy records against other datasets, confirming the property arrangements for all grant-recipients across circa 300 addresses, and will also result in site visits to 150-200 properties to ensure the information in the service's records are correct.

As these workstreams and projects have progressed, officers in the service have been providing regular updates and evidence of progress to the Commissioners in order to demonstrate continued compliance with the Best Value duty.

### **Continuous Improvement Work in 2017-18**

Key activities that will take place before the end of the financial year:

- Community Buildings: Completion of works and opening of the Christian Street community hub;
- Community Buildings: Enter into first tranche of leases for nurseries;
- Asset Rental Account: Completion of utilisation surveys;

Asset Rental Account: Agreement and processing of directorate recharges;  
Completion of occupancy/tenancy audits including site visits;

Key activities that will take place in 2017/18 include:

Community Buildings: Work with Strategic Housing and Capital Delivery to convert vacant buildings into housing;

Community Buildings: Work with THH to formally transfer caretakers' facilities;

Community Buildings: Establish second and third hub;

Community Buildings: Establish roll-out plan for further hubs;

Asset Rental Account: Embed moves procedure (communication plan, including financial implications of move);

Undertake any actions arising from occupancy/tenancy audit; and

Service based and thematic asset reviews.

Best Value Area	Organisational Culture	Overall Delivery Status: <b>GREEN</b>
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**Progress Summary**

**Background**

It is widely recognised that Tower Hamlets has been through a difficult and turbulent period. Member / officer relationships did not always display effective collaboration. A prolonged period of instability, with a number of interim appointments in the most senior roles, had an impact on the organisation's ability to communicate and maintain a shared vision. The Council was often too inward focused when it should have been seeking to share, compare and learn from other areas. Investors in People (IiP) assessments in 2014 and 2015 both identified that senior leaders needed to articulate and model effective behaviours and that, in some areas, staff were not being managed in-line with organisational values.

Organisational culture is recognised as a key component in moving the Council forward. The aims of the Organisational Culture Action Plan are to: ensure that the culture of the organisation continues to be one which strives for continuous improvement; engage and invest in staff; ensure relationships between groups of members and between members and officers are professional, respectful, open and honest and rebuild trust in the areas where this has, or is perceived to have, broken down.

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
- 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

**Key achievements**

All of the actions detailed in the action plan have been completed and improvements are already visible:

- Members are working more effectively across party lines. The Mayor's Transparency Protocol, and the Overview and Scrutiny Transparency Commission, have supported greater levels of openness around decision making and political leadership.
- The Council has been working across London and with neighbouring boroughs on the development of devolution and joint working proposals.
- Staff communication is improving and more innovative methods of engagement are helping to close the gap between senior leaders and the workforce; creating more of a dialogue.

**Areas where work continues to progress**

Although these improvements are positive, culture change is a long term process and there remain a number of key elements that must be embedded in the organisation. Research shows that for people to be fully engaged in the purpose, strategy and values of their organisation, they need to be consulted and have input from the outset. Over the summer, engagement has been taking place with staff and members to develop a new set of core values and a cultural mission statement to encompass the whole organisational culture programme. In addition, work has taken place to review the mechanisms and processes with which we engage with staff, ensuring that we have effective ways to communicate, consult and gather feedback from the workforce. These elements will be crucial for embedding other actions and improvements that are implemented as part of the programme.

In addition to consultation and engagement, delivering effective culture change requires new behaviours and working practices to be role modelled. People tend to act on what they see, not what they are told

and visible, transparent leadership is vital for the organisation to progress. This role modelled leadership is already evident with the Mayor and Chief Executive, and further progress has been made with the Senior Leadership Team and Members through the work with Solace. Leadership development is also reflected in the Workforce Strategy and a number of actions seek to create effective workforce role models.

It is recognised that it is the responsibility of all members and managers to ensure that values, behaviours and procedures are consistent with the Council's cultural vision. Behaviours and actions that do not fit with the core values will be tackled and addressed. The Chief Executive held a number of road shows during Oct-Dec 2016 and a Staff Survey was completed in December. The results of these are being used to develop new vision and values for the Council which will be incorporated as part of the new personal development process for 2017-18. All staffs have completed deceleration of interest apart from those on maternity leave or long-term sick. An audit of this is currently being carried out which will test compliance with procedures and also random sampling to carry out data matching with Open Source information.

The Council's Organisation Culture Plan is based around four work streams (2 primary and 2 contributory). Progress updates are provided to the Corporate Management Team, in its role as Transformation Board, on a quarterly basis, or by exception where actions are not expected to meet the agreed timeline. Each work stream is led by a member of CMT to ensure interaction between the streams, maintaining a clear and collaborative vision.

The first work stream is overseen by a cross-party, member and officer working group, the Governance Review Working Group. This work stream focuses on the following:

- Creating a more transparent and open organisation
- Improving the clarity and understanding of formal roles and responsibilities in a mayoral system
- Building more effective working relationships between elected members and between members and senior officers
- Fostering 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 second work stream is Organisational Transformation, which focuses on improvements in relation to people, ICT, facilities and efficiency savings. Improvements in these areas are crucial if the Council is to overturn the silo and bureaucratic working where it exists. Developing agile services requires members and officers to be responsive, flexible and efficient, and the use of technology will have an important role in the achievement of this. The Smarter Together transformation programme was launched in 2016 and has started to engage local people, staff and wider stakeholders to deliver the transformation over the next three years with a continued focus on improving outcomes for local people.

In addition, there are two contributory work streams. These focus on specific areas that have been highlighted through the work undertaken by Solace and elsewhere: member/officer relationships and delegation of powers. Both work streams aim to improve collaborative working, trust and role modelled leadership behaviours that will have an impact on the wider workforce.

The Organisational Culture Plan is a work programme to overhaul the culture of the organisation and, as such, work will be ongoing for some time in each of the work streams. Feedback from the Commissioners has been incorporated into an updated version of the Plan, including the timescales for delivery. The change programme is purposefully iterative and evolving. The programme will be reviewed every six months and a 'health check' undertaken. This will provide an indication of progress and additional areas of focus to maintain the cultural development. The Council is currently also in discussions with Investors in People for accreditation against the Gold Standard which will demonstrate the considerable progress made by the Council.

The Clear Up Project launched in September 2016 received 66 allegations. The project is led by an independent project manager and overseen by a Project Board consisting of the 3 Statutory Officers and a Commissioner. During December and January the Clear Up team has been scoping and



qualifying the allegations to determine what should progress to full investigation. The Board has agreed to the recommendation to close 22 cases, 10 cases are being fully investigated, 28 cases are being scoped and 6 cases further information request has been made. The Project Board has been meeting frequently to review findings and agree next steps. The project is expected to complete all investigations and report on key findings and recommendations by end of March 2017. Where possible all complainants are kept up to date on progress and outcomes and a dedicated page on the Council website has details of the process and the final report will be published there. There is also regular liaison with the Council's whistleblowing leads to ensure that lessons learn from the Clear Up Project is incorporated into the Council's longer term whistleblowing arrangements.

A comprehensive review of the Council's constitution has begun which includes updating members' code of conduct and members and officers protocol and all work is expected to be completed by May 2017. The Governance Review Working Group is overseeing this piece of work and will further develop work around member development, leadership and conduct.

# 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

<b>Elections</b>		
<b>Activities</b>	<b>Lead Officer</b>	<b>Deadline</b>
<b>1. Planning for 2018 Mayoral and local elections</b>		
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
<b>2. Participate in pilot ID scheme</b>		
<b>Key Milestones</b>		
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
<b>Communications</b>		
<b>Activities</b>	<b>Lead Officer</b>	<b>Deadline</b>
<b>3. Develop and deliver Communication Strategy for 2017-18</b>		
<b>Key Milestones</b>		
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
<b>4. Procurement of statutory notices</b>		
<b>Key Milestones</b>		
Invitation to tender	Andreas Christophorou	Feb-17
Evaluation	Andreas Christophorou	Feb-17
Contract award	Andreas Christophorou	Apr-17
Contract mobilisation	Andreas Christophorou	May-17
<b>Property</b>		
<b>Activities</b>	<b>Lead Officer</b>	<b>Deadline</b>
<b>5. Deliver Asset Rental Account Action Plan</b>		
<b>Key Milestones</b>		
Managers' briefing on moves procedure	Steven Girling	Apr-17
<b>6. Implement Community buildings programme</b>		
<b>Key Milestones</b>		
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

<b>7. Strengthen governance arrangements</b>		
<b>Key Milestones</b>		
Review of revised governance arrangements	Ann Sutcliffe	Sep-17
<b>8. Asset reviews and service delivery plans</b>		
<b>Key Milestones</b>		
Complete review of depot provision across the borough	Richard Chilcott	Sep-17
Complete review of leisure facilities across the borough	Richard Chilcott	Mar-18
<b>9. Complete audit of assets</b>		
<b>Key Milestones</b>		
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
<b>Grants</b>		
<b>Key Activities</b>	<b>Lead Officer</b>	<b>Deadline</b>
<b>10. Complete review of Third Sector Team</b>		
<b>Key Milestones</b>		
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
<b>11. Implement web based GIFTS software</b>		
<b>Key Milestones</b>		
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
<b>12. Development of Grants Scrutiny Sub-Committee</b>		
<b>Key Milestones</b>		
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

<b>13. Complete commissioning of Community Cohesion Theme</b>		
<b>Key Milestones</b>		
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
<b>14. Review and improve working of Grants Determination Sub-Committee</b>		
<b>Key Milestones</b>		
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
<b>15. Strengthen grants management and work strategically with voluntary and community sector</b>		
<b>Key Milestones</b>		
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
<b>Organisational Culture</b>		
<b>Activities</b>	<b>Lead Officer</b>	<b>Deadline</b>
<b>16. Permanent recruitment to the post of Corporate Director Governance</b>		
<b>Key Milestones</b>		
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
<b>17. Complete review of Constitution</b>		
<b>Key Milestones</b>		
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

<b>18. Recruitment of seniors officers to complete new corporate structure</b>		
<b>Key Milestones</b>		
Advert	Will Tuckley	Jan-17
Short-listing	Will Tuckley	Feb-17
Interviews	Will Tuckley	Mar-Apr 17
<b>19. Implement actions from Clear Up Project</b>		
<b>Key Milestones</b>		
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
<b>20. Review employment policies and practices and implement them</b>		
<b>Key Milestones</b>		
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
<b>21. Develop and implement refreshed employee values</b>		
<b>Key Milestones</b>		
Staff survey completed	Zena Cooke	Jan-17
Focus Groups	Zena Cooke	Feb-17
Revised values developed	Zena Cooke	Mar-Apr 17
<b>22. Deliver Year 1 of Smarter Together Programme</b>		
<b>Key Milestones</b>		
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

<b>23. Ensure Council more outward focus and review feedback from external stakeholders</b>		
<b>Key Milestones</b>		
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
<b>24. Complete phase 2 of Officer Schemes of Delegation</b>		
<b>Key Milestones</b>		
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
<b>25. Review and implement Member/Officer Development work programme</b>		
<b>Key Milestones</b>		
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
<b>26. Declarations of Interest - Members &amp; Officers</b>		
<b>Key Milestones</b>		
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
[Redacted Content]		