Best Value Action Plan – Second Six Monthly Update Submission to Secretary of State for Communities and Local Government 17th March 2016	TOWER HAMLETS

INTRODUCTION

Following a Best Value Inspection undertaken by Price Waterhouse Coopers during 2014, the Secretary of State for Communities and Local Government issued the Council with Directions on 17th December 2014 and appointed Commissioners to oversee these.

The Directions focused on particular areas which had been the subject of the Best Value inspection – grants, procurement, property disposals and some elements of publicity spend.

One of the Directions required the Council to draw up and agree with the Commissioners a strategy and action plan for securing the Authority's compliance with its best value duty. In discussion with the Commissioners, it was agreed that the Council's current arrangements for securing best value including our strategic and resource planning and performance management systems were robust. The requirement was for the Council to develop improvement plans in the particular areas which had been the subject of the PwC inspection, plus additional plans around elections, recruitment of statutory officers and organisational culture.

A plan was developed with seven key elements:
1. Procurement Action Plan
2. Grants Action Plan
3. Property and Disposal Action Plan
4. Communications Action Plan
5. Organisational Culture Action Plan
6. Recruitment Action Plan
7. Elections Action Plan

These actions plans were agreed with the Commissioners, and submitted to the Secretary of State in March 2015 as required. As part of the Directions, the Council is required to produce and submit to the Secretary of State six monthly update reports.

The attached document provides the second six monthly update, a draft of which was considered by the Mayor in Cabinet and at the Best Value Programme Review Board in January.

OVERVIEW OF PROGRESS

As set out below, more than 80% of actions set out in the agreed Best Value Plan have been delivered.

Best Value Action Plan Progress Status

Off Track 1%

Ongoing 3%

On Target 15%
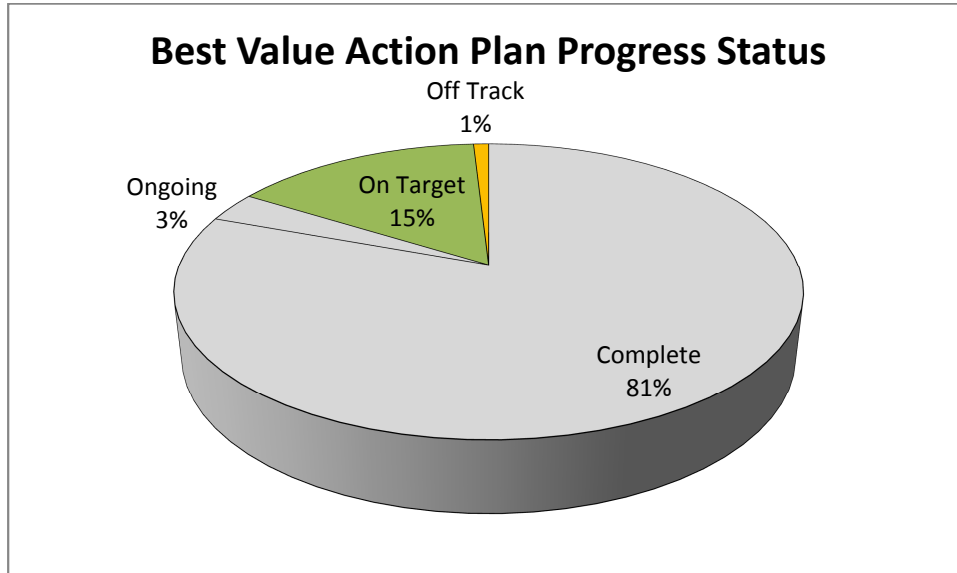
Complete 81%

Progress with delivering the plans is strong with a large proportion of items complete and all but a very small proportion on track. Monitoring is undertaken on a regular basis with in-depth spotlight reviews undertaken by the Best Value Programme Review Board. Where it has been clear that the initial timetable for delivery may not be achieved, the Council has agreed revised target dates with the Board.

In consultation with the Commissioners, we are now only reporting on those actions within the Plan that have yet to be delivered and reported as such to the Best Value Board. As such, a short summary of Plan delivery over the past six months is provided below; further detail is provided in the narrative section of each theme.

Procurement

There has been considerable progress over the past six months. The Council has implemented a new procurement operating model, introduced a new Supplier Code of Conduct and published its first Annual Procurement Report. In addition, to ensure we go above and beyond the specific actions set out in the Procurement Action Plan, we are developing a Procurement Transformation Programme to support continuous improvement, enabling the Council to deliver savings whilst also supporting local economies in a compliant way.

Grants

The Council has also developed and consulted on a new Voluntary & Community Strategy, setting out a new strategic approach to the sector, including a shift from grants to a commissioning-based approach. We have also made operational

improvements, and have completed service agreements with providers as part of the Mainstream Grants Programme.

Property and Disposal

Progress is strong against the agreed action plan. In December, the Mayor agreed a new Asset Strategy which sets out a framework for how the Council will determine its future property needs. This is being supported by a series of work-streams, such as an operational property review, to ensure that the Council's estate is fit-for-purpose. The Community Buildings policy, also agreed in December, sets out clear principles for the use of Council-owned community buildings and a property-by-property review of the Council's portfolio is currently taking place.

Communications

Considerable work has been undertaken to address the issues raised in the Best Value report and in line with the agreed action plan. The review of communications undertaken by the Local Government Association has been completed. The recommendations from this review are being used to develop a new strategic communications plan. The council will comply with the code of recommended practice on local authority publicity by 18th May 2016. This timetable will help provide for a managed transition to a new delivery model and we are keeping the Commissioners regularly updated with our progress.

Organisational Culture

The Mayor and the new Chief Executive continue to drive forward this work which goes beyond the specific actions within the Best Value Plan. To this end three priority workstreams have been developed. These are:

- Governance Review overseen by joint officer/cross-party member Working Group. This is addressing the recommendations of external auditors in relation to the need for a review of the organisation's governance processes. As part of this, work is underway to refresh the council's whistleblowing policy, promote and communicate it widely and ensure there is clear management guidance to support its implementation;
- Solace development work with members and senior officers which will culminate in a joint forum which will be used to develop a shared vision, outcomes and forward plan with milestones and timelines;
- Organisational transformation - the Chief Executive and the CMT are bringing together the various strands that will define the shape of the organisation in the years to come.

In addition, the council is making strides in relation to greater openness. The Mayor's Transparency Protocol was agreed at November's Cabinet and the Overview and Scrutiny Committee's Transparency Commission reported in November.

Best Value Action Plan – Second 6 month report

Best Value Area	Procurement	Overall Delivery Status GREEN

Progress Summary

The Best Value Procurement action plan supports a range of immediate improvements as well as the broader transformation of the council's procurement practices. The action plan has been developed with consideration of the wider reform of public sector procurement recently implemented through the new Public Procurement Regulations 2015, Local Government Transparency Code and the launch of the National Procurement Strategy 2015.

The Procurement Action Plan has been structured around five key themes and will result in transforming the way the council undertakes procurement activities and engages with its suppliers. The five key themes are:

1. Strategy and Vision
2. Organisational Development
3. Governance, Systems and Procedures
4. Category Management
5. Commercial, Contracts and Risk Management

Key achievements

Considerable work has already been completed to transform the council's procurement activity. This includes:

- Detailed analysis of all third party expenditure for the financial year 2014-15 completed to identify key categories of third party spend and establish a clear category management strategy to ensure value for money (VFM) for these categories of spend, reduce costs and oversupply.
- New Directorate Procurement Dashboards developed to identify opportunities for collaboration and savings from the council's third party expenditure.
- New central contracts register linked to contract award implemented to capture all contracts above £25,000 including all procurement waivers.
- New Supply Chain Ethical Code of Code developed and approved to strengthen adherence to ethical standards by suppliers delivering public services on behalf of the council.
- New procurement training programme developed to improve procurement knowledge and skills across the organisation. Training completed by 220 officers at end of November 2015 and will be provided on an on-going basis.
- New Central Procurement Service introduced to further strengthen the role of corporate procurement and to deliver improved value for money from the council's third party expenditure.
- Improved Finance and Procurement controls introduced and implemented to increase compliance with and transparency of spend across the organisation.
- New supplier risk management initiative introduced (pre and post appointment).
- Procurement Procedures refreshed to reflect changes introduced through the Public Contracts Regulations 2015 and further strengthen internal compliance.

The chart below provides a summary of the council's position on the implementation of the Procurement action plan.

Procurement BV Action Plan

35%

65%

■ Complete
■ On Target
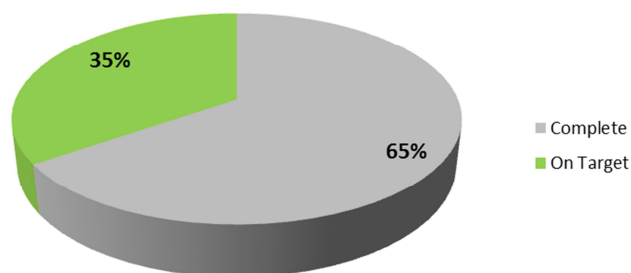
Broader Procurement Transformation

The recommendations and feedback from Commissioners have been considered and work is underway to incorporate these improvements as part of the wider Procurement Transformation Programme that goes beyond the action plan. Additionally, work has commenced in reviewing existing E-tendering solutions to enable even further streamlining of existing procurement practises and improved compliance on all third party expenditure and to increase the efficiency and effectiveness of the tendering process.

Proposed Outcome Measures

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

OUTCOME	DATE	CURRENT STATUS
Savings, Compliance and Value for Money		
Refresh of procurement procedures, systems and governance resulting in minimal number of procurement waivers, full audit trails and central repository of all contracts over £5,000	April 16	• Review of existing procurement systems and procedures has been completed to ensure compliance with new Public Contracts Regulations 2015 and central visibility of all contracts. • Conditions for the use of procurement waivers have been strengthened, including reduction of existing waiver threshold. A demonstrable impact on the number of waivers has been made. Revised procedures launched December 2015. Options appraisal for the automation of low value procurement activity (below £25,000) is underway which will apply the same robust arrangements for low value activity and will increase value for money.
Category Management strengthened and embedded resulting in increased transparency, reduced off-contract spend and savings opportunities from third party expenditure delivering excellent value for money.	April 16	• Following consultation with Competition Board and Financial Strategy Group a pilot Procurement Efficiency Group has been established with agreed terms of reference to achieve overall outcome. Chaired by the Head of Procurement, the membership consists of Directorate Finance Leads, Finance Compliance Manager and Procurement representative. Significant reductions in off-contract spend have been achieved to date.
Modernising Procurement		
New Central Procurement Service structure in place delivering effective compliance and efficient planned activity	Oct 16	• Central Procurement Service has been re-structured to strengthen its governance role and deliver improved category management and supplier and contract management function. New service structure launched and recruitment is underway to fill the vacant post.
Supplier and Contract Monitoring role		• New Supplier and Contract Management function

implemented delivering more effective contract and supplier management to maximise the opportunities for additional cost savings and non-financial benefits	April 16	incorporated as part of the new Central Procurement Service. • A new supplier quality assurance system to monitor quality and supply performance has been incorporated as part of the new three year corporate Procurement Strategy.
Supporting Local Economies		
Lean and efficient procurement practices to support greater take up by SMEs, including supplier briefing on all significant high value contracts.	April 16	• Supplier briefing has been implemented on all procurement activity above the EU threshold and on selected procurement below the EU threshold. • Further improvement to existing e-sourcing activity has been proposed as part of the business case to automate all procurement above £5,000, which will include a focus on social value and supporting greater take up by SMEs.
London Living Wage - increased target each year from current performance of 80% of all applicable contracts.	April 16	• Application of all London Living Wage is included on all appropriate contracts. • Performance is reported to Competition Board on a quarterly basis as well as through the annual procurement report to Cabinet and Overview and Scrutiny.
Community Benefits – employment and community benefits monitored and tracked to maximise benefits for local residents and demonstrate the impact achieved	April 16	• The monitoring and tracking of benefits secured through new procurement which is currently devolved to directorate contract managers is to be addressed through the new Central Supplier and Contract Management function and introduction of the new Supplier Quality Assurance System.

17 milestones have already been completed and are therefore are not included. The remaining 9 are shown below.

The council is on track to complete all actions relating to Procurement by April 2016.

Best Value: Procurement Action Plan – Second 6 month report

Strategy and Vision						
Action / Recommendation	**Lead**					
New Procurement Strategy	Zena Cooke / Zamil Ahmed					

Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
New three year Procurement Strategy to go live from January 2016.	Zena Cooke / Zamil Ahmed	Apr–16	**On Target**	70%	The draft Procurement Strategy was developed and reviewed by the Council's Strategic Competition Board on 01/09/2015. A Commissioning and Procurement workshop with the Mayor and Cabinet was held in November to inform the new strategy. Key actions identified as part of the workshop, including the need for the strategy to cover commissioning and procurement. Revised target date agreed (from December 15) at the 16th December BV Programme Board.	Proposals on the key actions identified at the commissioning and procurement workshop are being developed. The draft procurement strategy will be finalised and will include the development of a corporate Commissioning and Procurement Strategy.

Organisational Development						

Action / Recommendation	Lead					
Leadership and strategic alignment of procurement with Finance Director/s151 Officer, Executive and elected member champion for procurement	Zena Cooke / Zamil Ahmed					

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
New procurement training programme for elected members	Zamil Ahmed	Apr–16	**On Target**	60%	Training options around the scope and delivery have been assessed to incorporate new Public Contracts Regulation 2015 and internal governance process. Revised target date agreed (from December 15) at the 16th December BV Programme Board.	Member training is being developed to reflect the Procurement Strategy and will include training on commissioning.

Action / Recommendation	Lead					
Clear audit trails in place for all procurement activity in accordance with the Procurement Procedures	Zena Cooke / Zamil Ahmed					

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Review of existing Procurement thresholds to comply with Transparency Code requirements	Zena Cooke / Zamil Ahmed	Apr–16	**On Target**	60%	Review completed. Revised target date agreed (from Jan-16) at the 16th December BV Programme Board.	Proposals with recommendations to be presented to CMT.
Automate all procurement over £5k through the e-tendering portal and publish as part of Transparency Code	Zena Cooke / Zamil Ahmed	Apr–16	**On Target**	60%	Business Case has been developed. Revised target date agreed (from Jan-16) at the 16th December BV Programme Board.	Proposals with recommendations to be presented to CMT.

Action / Recommendation	Lead						
Availability of signed contracts	Legal Services/Procurement						
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**		**Action planned and risks**
Undertake a review of the current status on signed contracts	Legal Services / Procurement	Apr-16	**On Target**	30%	Initial consideration of the options for the review at Strategic Competition Board completed.		Review of current status to be undertaken as part of the business case for the overall e-sourcing improvement programme, which will incorporate the details of the status.
Explore the possibility to deliver contracts by electronics means (e-tendering) to create a central repository of signed contracts	Legal Services / Procurement	Apr-16	**On Target**	20%	The options as presented at the BV Programme Board are being considered		An options appraisal will be completed in line with the actions agreed at the Board meeting.
Action / Recommendation	**Lead**						
Partnering and Collaboration	Competition Board / Zamil Ahmed						
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**		**Action planned and risks**
All significant procurements are assessed pre-procurement to identify the optimum route to market	Competition Board / Zamil Ahmed	Mar-16	**On Target**	70%	Implemented as part of the Tollgate Process. An analysis of all contracts expiring during 2016-18 has been completed to examine options for collaborations and to initiate early market engagement to examine options.		The assessment of all significant procurements will be undertaken as an on-going rolling programme and will be presented to and considered by CMT and Members.

Action / Recommendation	Lead						
Develop a corporate approach to contract management to ensure best value and effectiveness from supply chain through better relationship management	Zena Cooke / Zamil Ahmed						
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**		**Action planned and risks**
Integrate contract management within the Council's procurement and commissioning models	Zena Cooke / Zamil Ahmed	Apr–16	**On Target**	20%	The terms of reference for Strategic Competition Board and Competition Planning Forum have been updated and agreed at SCB meeting. A new central Commercial and Contracts Monitoring role has been established in the new procurement structure to lead on the implementation of the new Contract Management toolkit. Revised target date agreed (from Jan-16) at the 16th December BV Programme Board to enable completion of the recruitment exercise.		The recruitment of the Commercial and Contracts Manager post is underway. The implementation of the new Contract Management toolkit and the integration of contract management will be undertaken by the post holder.
Implementation of a contract management procedure /toolkit to facilitate contract monitoring to ensure consistency on contract management, performance and raise the standard of contract management across the Council	Zena Cooke / Zamil Ahmed	Apr–16	**On Target**	40%	Development of a new Contract Management Toolkit is underway to achieve the overall milestone. New central Commercial and Contracts Monitoring role has been established in the new procurement structure to provide a central contract management support function and development of a new Supplier Quality Assurance Framework. Revised target date agreed (from Jan-16) at the 16th December BV Programme Board.		The recruitment of the Commercial and Contracts Manager post is underway. The implementation of the new Contract Management toolkit and the integration of contract management will be undertaken by the post holder.

Best Value Area	Grants	Overall Delivery Status: **GREEN**

Progress Summary

Considerable work has been undertaken to review and develop new approaches to and processes for grant making with the Commissioners. The proposals being developed include input from the Mayor and Deputy Mayor for Third Sector and take account of the involvement of Overview and Scrutiny Committee and members more generally. Delivery against the Grants Action Plan continues to be strong.

Mainstream Grants (MSG)
All 131 projects have now completed their first delivery period (September-December 2016) and officers are now assessing performance against agreed output and outcome targets and making payments as appropriate. A detailed performance report will be produced as part of the regular performance monitoring and reporting cycle that has been established for the MSG programme.

Grant Schemes
The council continues to implement a more strategic and coordinated approach to grant management. The Corporate Grants Register which is a comprehensive record of all key grant programmes across the council has been fully reconciled and continues to be used to record all new schemes, decisions on grant allocations, and the closure of programmes. The grants register is being further developed to maximise its use for evaluating and analysing the impact of grants and the outcomes achieved to inform strategic priorities and service planning. Work to ensure that the council's grant arrangements are co-ordinated and aligned is on-going with all service areas. New consolidated grants service arrangements are being progressed across the council. Improvements to the monitoring arrangements are now embedded as part of business as usual, as is the schedule of risk based audits.

Governance
Under the Secretary of State's Directions, grant making is a Commissioner function. The governance arrangements for when grant decision making returns to the council have been developed at a high level with the role of a grants sub-committee of Overview and Scrutiny identified as the cross party forum. The detailed governance arrangements for grant decision making are being developed setting out the terms of reference for the Overview and Scrutiny sub-committee, the training programme for members' including roles and responsibilities and potential conflicts of interest. The arrangements will set out how the priorities, knowledge and views of the Executive and non-Executive Members inform the grant making process. The detailed governance arrangements will be presented to the Commissioners at their April meeting in public.

Transparency
Work on improving transparency in relation to grants has been successful to date and is continuing. Grant decision making taking place in public demonstrates openness and has been well received throughout the local voluntary and community sector. The new public Grants Information Portal provides community access to a comprehensive range of data including organisation and project level information.

Community & Voluntary Service Strategy
The council's existing Third Sector Strategy is being refreshed; work is nearing completion and is on-track for publication early in the new financial year. The review has provided opportunities to ensure that the sector's role is aligned with, and supports the delivery of the council's key priorities. The draft strategy has been the subject of extensive consultation with the sector, THCVS, Members and officers. The action plan, to support the delivery of the strategy's objectives, has been co-produced with the sector and is being appropriately resourced to ensure the objectives are achieved. The oversight and monitoring of the strategy action plan will be undertaken jointly with the sector, through the Third Sector Advisory Board. The strategy will be considered by the Mayor in Cabinet in April 2016.

Potential Outcome Measures

Better understanding the impact of grants and the outcomes they deliver is central to delivery of the Grants Action Plan. Improved monitoring arrangements and an independent evaluation of grant making have been developed to support this.

Performance measures are being clearly set out for each grant scheme. For example, in relation to MSG there are clear outcome measures for each theme. In addition, there will be a rolling, independent evaluation of grants to the third sector. This work will help identify, in a meaningful way, change that is attributable to specific grant work and inform the council's strategy for working with the voluntary and community sector going forward.

The improved Grant Offer Letter developed in order to ensure the delivery and capture of key output and outcome measures has clearly proven to be a success. The MSG Evaluation framework has now been completed and an independent organisation is currently being procured to undertake the prescribed work. Additionally, all new grant programmes adopted by the council will have clear performance measures identified prior to launch with an evaluation framework built in from the start.

18 milestones have already been completed and are therefore not included. The remaining 17 are shown below.

The council is on track to complete all actions relating to Grants by June 2016.

Best Value: Grants Action Plan – Second 6 month update report

Strategy and Delivery						
Action / Recommendation	**Lead**					
Ensure service continuation pending agreement of new Mainstream Grants Programme	Zena Cooke					
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
Review of 2012/15 reported to Corporate Management Team, Cabinet and Overview and Scrutiny Committee (O&S)	Zena Cooke	Jun-16	**On Target**	60%	The specification and tender documentation has been produced to procure an independent organisation to evaluate the 2012/2015 programme.	The tender for the evaluation work has now been advertised. The successful bidder will be appointed in April to undertake the work. The interim review will be reported to CMT, Cabinet and Overview and Scrutiny Committee.

Action / Recommendation	Lead					
Bi-Annual Update of Community and Voluntary Service Strategy	Kevin Kewin / Zena Cooke					
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
Review all existing grant regimes (and other forms of aid) and their alignment to emerging Community Plan and Strategic Plan priorities, MTFP, voluntary sector compact and other key strategies	Zena Cooke	Mar-16	**On Target**	80%	Officers across the Council are reviewing grant regimes and mapping them to Community Plan and Strategic Plan priorities. Source data to inform this exercise has been taken from the council's Grants Register.	The review will be completed by the end of February. The information will be presented to CMT in March with options on how to consolidate grant making across the Council.
Consultation and engagement on priorities for 3rd sector	Kevin Kewin / Zena Cooke	Mar-16	**On Target**	90%	In additional to public consultation, consultation sessions have been held with officers, the THVCS and Members of the council, to inform the draft Voluntary and Community Sector Strategy.	The consultation period for the draft strategy has closed - feedback from the consultation is being used to inform the final draft that will be presented to Cabinet in April 2016. The strategy action plan is outcome based and has been co-produced with the sector.
Market assessment for alternative service providers	Zena Cooke	Mar-16	**On Target**	30%	The draft strategy highlights the need to map all service providers across the borough.	Market assessment for alternative service providers has commenced and will be undertaken as part of the strategy action plan.
Report to Commissioners/ Cabinet (post Directions)	Zena Cooke	Mar-16	**On Target**	-	The draft report has been produced.	The final report will be presented to the Commissioners and Cabinet.

Governance Arrangements						
Action / Recommendation	**Lead**					
Ensure and embed open and transparent decision-making	Zena Cooke / Matthew Mannion					
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
Develop Mayor and cross-party consultation and review forum	Zena Cooke / Matthew Mannion	Mar-16	**Off-track**	70%	Proposals to use the Overview and Scrutiny Committee as the cross party consultation and review forum have been discussed with the Mayor, the Deputy Mayor and the Chair of Overview and Scrutiny. A report setting out the arrangements at a high level has been produced for consideration by the Commissioners at their March meeting. The current target date of March 2016 (moved from October 2015) will not be achieved; a revised target date of May 2016 will be proposed.	A report setting out the detail of the proposed governance arrangements will be considered by Overview and Scrutiny Committee in April and at the Commissioners' meeting in public in April. The report will include details relating to cross-party consultation through a grants sub-committee of Overview and Scrutiny, as well as proposals on the role of the Mayor (and / or his delegate) at the Commissioners' meetings in public when grant decisions are made.
Ensure all grant "contracts" over £5,000 are included in the Council's contracts register	Zena Cooke	May-15	**Off-track**		It was initially understood that this milestone related to publishing MSG grants information on the Council's website on the transparency page, which was completed within the target deadline.	It has now been agreed that all grants related information held on the Council's centralised grants system, GIFTS, will be entered on the Council's contracts register.

Action / Recommendation	Lead					
Develop robust evaluation of impact of grant programmes	Zena Cooke					
Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Annual review of approvals, outcomes and developments to CMT, Cabinet and Overview and Scrutiny Committee for all grant supported activities	Zena Cooke	May-16	On Target	75%	The specification and tender documentation has been produced to procure an independent organisation to evaluate the 2012/2015 programme. The wider evaluation of Council Grants including that of the 2015/18 MSG Programme is included within the evaluation specification. A revised deadline from Mar-16 to May-16 was previously agreed at the BV Board meeting in January.	The tender for the evaluation work has now been advertised. The successful bidder will be appointed in April and the evaluation work will commence immediately. To ensure the evaluation of the MSG 2015/18 programme is comprehensive and informs the future MSG programme arrangements, the evaluation will be completed in 3 stages. The interim stage completed by May 2016. The next stage will be completed by end of August 2016 and the final stage is scheduled for the end of the programme at the end of December 2018. The successful bidder will also develop a framework, methodology and timeline for conducting annual evaluations of other grant programmes within the Council's Grants Register.

Programme evaluations commissioned for all grant regimes	Zena Cooke	May-16	On Target	80%	The specification and tender documentation has been produced to procure an independent organisation to evaluate the 2012/2015 programme. The wider evaluation of Council Grants including that of the 2015/18 MSG Programme is included within the evaluation specification.	The opportunity to bid for the evaluation work has been advertised. The successful bidder will be appointed in early April.

Action / Recommendation	Lead					
Review arrangements post Commissioners for future executive decision-making	Zena Cooke					
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
Establish cross party working group to develop proposals for future arrangements	Zena Cooke	Mar-16	**On track**	70%	A grants Sub-Committee of Overview and Scrutiny is the cross party forum that will consider proposals for future arrangements. A revised deadline revised from Dec-15 to Mar-16 was agreed at the BV Board meeting in January.	Proposals to use the Overview and Scrutiny Committee as the cross party consultation and review forum have been discussed with the Mayor, the Deputy Mayor, the Chair of Overview and Scrutiny and the cross party governance working group and a report setting out the arrangements at a high level has been produced for consideration by the Commissioners at their March meeting.
Discuss proposals with Commissioners	Zena Cooke	Jul-16 (aim: May 16)	**On Target**	-	This and the related milestones below are on target. The intention is to complete prior to the deadline in May 2016.	See above
Agree proposals through Cabinet	Zena Cooke	Nov-16 (aim: May 16)	**On Target**	-	The intention is to complete prior to the deadline in May 2016.	A report setting out the detailed governance arrangements will be presented to Cabinet in May.

| Briefing and training of members in relation to new proposals (Nov/Dec 2016) | Zena Cooke | Dec-16 (aim May 16) | On Target | - | The intention is to complete prior to the deadline in May 2016. | A briefing session and training programme will be set out in the report on the detailed governance arrangements for the cross party forum. |

Action / Recommendation	Lead					
Improve Monitoring Arrangements	Zena Cooke / Everett Haughton					

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Training and development of staff on standard procedures and sign-off of monitoring visits	Zena Cooke / Everett Haughton	Dec-15	Complete and Ongoing	100%	The training and development of staff has been completed and is ongoing to ensure staff remain up to date in terms of their knowledge and skills.	The Grant Officers' Manual will be updated as required

Systems, procedures and processes will be regularly reviewed and updated in order to meet the changing needs and requirements of the various grant schemes being administered and to ensure an ongoing process of improving grant monitoring and payment arrangements. |

Undertake ongoing risk-based audit in conjunction with monitoring	Zena Cooke / Everett Haughton	Dec-15	**Complete and Ongoing**	100%	Internal Audit have undertaken risk based audits and continue to provide ongoing support and advice which enables the Third Sector Team to improve its business assurance role.	A new post within the proposed restructure of the Third Sector Team will be responsible for business assurance functions across the range of grant schemes administered by the team.
Management review process of all monitoring activity to ensure consistency	Zena Cooke / Everett Haughton	Sept-15	**Complete and Ongoing**		Internal Audit confirmed that monitoring arrangements have been put in place. Monitoring returns have been received, reviews and visits are being undertaken.	A performance monitoring report will be presented to the Commissioners at their April meeting.

Best Value Area	Property	Overall Delivery Status GREEN

Progress Summary

The council owns, occupies or maintains around 860 non-HRA properties, valued at £1bn, located within the borough. The council also owns around £800m of HRA properties (the housing element is managed and maintained by Tower Hamlets Homes, the council's arms-length management organisation) as well as a further £50m of community assets. Considerable progress has been made to deliver the Property Best Value Plan – the majority of actions are complete.

Officers have established a positive and constructive working relationship with the Commissioners. This includes regularly fortnightly meetings (when required) and a process for securing the Commissioners' prior written consent when disposing of, or otherwise transferring to third parties, real property.

The disposals and lettings protocol was adopted by Cabinet in April 2015 and the s151 officer also refreshed the financial instructions relating to the disposal of assets. These are now aligned. This protocol and the associated financial instructions are now an integral part of the team's processes when letting or disposing of property. Once agreed the protocol was disseminated through team meetings and briefing sessions including for finance and legal colleagues. The protocol also forms a day-to-day reference guide for the team, helping ensure the actions they take in relation to lettings and disposals are in line with the policy and secure the best outcome. The application of the protocol and the instructions will be tested through the council's rolling programme of audits.

The Mayor, in Cabinet, has approved the Community Buildings: Allocation and Charging policy as well as the Asset Strategy: Scoping, Principles & Priorities paper. Both have been the subject of extensive discussion with the Commissioners and with Members. 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 is in the process of being commissioned. 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.

Service areas across the council are also being asked to submit their service delivery plans in order to allow a review of their property needs to be undertaken. These plans are in the process of being finalised and approved, with services to be given a deadline of the end of the financial year to submit them.

The Community Buildings: Allocation and Charging 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 being set at the open market value, signed leases needing to be in place, and ensuring a clear demarcation of responsibilities is agreed between the council and the tenants. A further piece of work is being done in the Third Sector Team to identify how the council might assess, quantify and recognise the community benefits being delivered by some tenants. This is currently the subject of consultation as part of the refresh of the Community and Voluntary Sector Strategy, and will be presented to the Mayor for agreement in May 2016.

As part of the Community Buildings: Allocation and Charging policy, officers from the Asset Management team are carrying out a review of all the council's community buildings, to better understand the activities that take place, assess the condition of the building, and carry out a survey with a view to eventually moving the tenants onto an open market rent. Visits have been

completed to a third of community buildings and there is broad support for the proposal to move tenants onto leases – albeit there are some concerns about the rent levels. A number of leases/lease extensions have been concluded recently, all on open market rental.

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 have been undertaking a procurement exercise to appoint an architect-led multi-disciplinary design team. An appointment is due to be made in Spring 2016.

Outcome measures
Some of the high level outcomes, that the delivery of the property section of the best value action plan aims to achieve, are:
- Own and occupy fewer buildings
- Reduce running costs of our buildings
- Maximise returns from income producing properties
- Increase occupancy levels of our buildings
- Maximise opportunities for co-location of services
- Review assets to identify other possible uses (housing, education etc.)
- Identify efficiencies in commercial estate management
- Improve use of planning gain
- Develop property information

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

27 milestones have already been completed and are therefore not included; the remaining 9 are shown below.

The council is on track to complete all actions relating to Property by May 2016.

Best Value: Property Action Plan: Second 6 month report

Immediate issues and agreement of working arrangements with Commissioners						
Action / Recommendation		**Lead**				
Establish what if any additional checks / references are needed by bidders on conflict checks (commercial bidders declaring interest when putting proposals forward to buy a site within a sealed bid process).		Ann Sutcliffe				
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
Discussion and agreement with commissioners	Ann Sutcliffe	May-15	Ongoing		Initial discussions took place with the Commissioners on this issue. Further work is being undertaken to explore what mechanisms can be put in place, in relation to bidders, that aligns with similar processes in the planning process.	

Policy and process for property disposal reviewed and updated						
Action / Recommendation		**Lead**				
Compliance testing with revised protocols		Ann Sutcliffe				
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
1. Undertaken through the planned audit process	Ann Sutcliffe / Minesh Jani	Mar-16	**On Target**	20%		To be considered as part of any planned audit reviews which are then reported to Audit Committee. Original deadline of May 2015 was revised to March 2016 following discussion with Commissioners.
2. As part of the reporting process on each project confirmation of compliance with revised guidance	Ann Sutcliffe	Mar-16	**Ongoing**	N/A	This is currently produced when Commissioners are asked to take decisions on individual decisions.	To be included as part of any recommendation report on bids/tenders.

Review and clarification of community buildings allocation policy						
Action / Recommendation		**Lead**				
Compliance testing with new protocols		Ann Sutcliffe				
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
1. Undertaken through the planned audit process	Ann Sutcliffe	Mar-16	**On Target**			
2. As part of the reporting process on each project confirmation of compliance with revised guidance	Ann Sutcliffe	Mar-16	**On Target**		No community lettings have taken place since adoption of policy.	

Action / Recommendation	Lead					
Consider the introduction of an asset rental account (following implementation and embedding of Corporate Landlord Model)	Ann Sutcliffe					
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
1. Consider paper at AMCB	Ann Sutcliffe	Feb-16	**Completed**	100%	A paper was considered at the Asset Management Board which set out a proposal for carrying out a piece of work to assess the suitability of an asset rental account model to the council's current systems and processes.	
2. Consult directorates	Ann Sutcliffe	Feb-16	**Completed**	100%	As part of the AMCB meeting above.	
3. Report to CMT (and MAB, Cabinet if appropriate)	Ann Sutcliffe	May-16	**On Target**	-		
4. Report back to Commissioners	Ann Sutcliffe	May-16	**On Target**	-		

Best Value Area	Communications	Overall Delivery Status GREEN

Progress Summary

Achievements to date:

- An Interim Head of Communications is now in post and the recruitment for the permanent post is underway.
- The Communications Protocol has been updated, agreed by 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) and a reminder about the Protocol disseminated to all staff and members in November 2015;
- Two reviews of East End Life were undertaken in 2015 exploring alternative methods for communicating via council publication;
- Notice was given to providers to enable an interim reduction in frequency of East End Life with a move to fortnightly publication from January 2016;
- Competitive procurement of, and support for, a review of the Council's communications activity which was undertaken by the LGA in October/November 2015;
- Roll 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;
- 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 as scheduled in December 2015;
- Exploration of additional opportunities for income generation undertaken (and fed into the communications review);
- Continued focus on engagement via social media, which has seen a significant increase in the numbers of residents engaging with us through Twitter, Facebook and Instagram; and
- Ongoing delivery of communications campaigns for directorates aligned with council and Mayoral priorities.

Measurable outcomes for existing work:

- 89 per cent positive/neutral coverage of the council in the media as assessed in our quarterly performance monitoring reports (subject to review, further to feedback from CMT) – *achieved*;
- 100 per cent of relevant Mayor's Office staff received training on Communications Protocol by end of August 2015 – *achieved and applied to new staff*;
- Audit of compliance with Communications Protocol to provide substantial assurance - *audit to be undertaken during first half of 2016; audit of communications work against Best Value plan awarded substantial assurance;*
- Migration to new CMS underway as part of move towards becoming a digital council - *achieved*;
- Target of 10,000 Twitter followers by end of 2015 *- achieved*.

Next Steps/Planned activity (measurable outcomes)

- Development of a new strategic communications strategy incorporating recommendations from the review of communications undertaken by the LGA and ensuring alignment with Community Plan and Strategic Plan priorities. This will include plans for alternatives to fortnightly publication of East End Life, incorporate digital communications work and support the council's wider channel shift activities (**Outcome**: communications strategy agreed by CMT and Mayor with

clear timelines, outputs and outcomes);
- Restructure of the Communications Service to deliver strategic communications plan and reflect priorities and focus for the council (**Outcome**: implementation of a new, effective structure in line with the council's organisational change procedures);
- Following discussion with the Commissioners, a Mayoral decision was taken on 5th January 2016, to confirm that the date by which the council would comply with the code of recommended practice on local authority publicity would be 18th May. This will enable the council to pursue a managed transition from the current way of working to the delivery of the new communications model, taking into account the recommendations arising from the communications review undertaken by the Local Government Association (**Outcome**: managed transition from the current model of communicating with residents to the delivery of a new communications strategy and accompanying model for delivery.)
- Move to a more proactive approach to communications activity (council-wide) by improving the ways in which information is shared with the Communications Service
- Improve evaluation of communications activity/effectiveness, with a focus on outcomes
- Audit of communications activity (resource, posts and spend) across council (aligned with strategic communications priorities)

PLANNING FOR OUR TRANSITION TO CODE COMPLIANCE

The council is following a project plan to manage its move towards a new communications model. This is being closely managed by the Mayor and Chief Executive, together with other members of the Corporate Management Team, to ensure that it meets the council's strategic objectives, is fit for purpose and represents value for money.

Several project streams are being developed to feed into an overarching communications strategy, including:

Work stream: vision and strategy
This work stream identifies the council's strategic communications priorities and campaigns to re-focus, streamline and shape the council's communications activities. Key to a more strategic approach is the development of resources to ensure any communications activity is aligned to objectives, insight and is evidence-based. The aim is to move away from a reactive model of working to a more strategic, planned way of working.
Projects include:
- Developing a strategic narrative.
- Research and insight resources development
- Marketing audit

Work stream: Finance and resources
This work stream reviews the communications function's financial model and available resources, to ensure that the communications service is supported by the budget, systems and tools necessary to deliver the communications vision and to achieve best value. This includes the investment necessary to develop new platforms, channels and/or systems to deliver the council's vision, strategic priorities and target operating model and that an appropriate staffing model is in place to deliver the aspirations of the communications strategy.
Projects include:
- Communications budget review
- Audit of communications resources across the council.
- Systems and contracts review

Work stream – communications channels (including publications)
This work stream explores alternative models for communicating with residents via print and digital platforms, moving forward from the previous main method of communicating with residents, East End

Life. This work stream will seek to ensure the council identifies a platform to engage with residents who prefer to receive printed publications and what these publications might look like (based on topic, targeted audience group or specific events).

Projects proposed include:
- Consideration of East End Life as a quarterly publication
- Consideration of a new quarterly publication
- Meeting the council's wider publications needs (including leaflets, booklets, brochures)

Work stream – Digital communications

This work stream builds upon the existing commitment towards a shift to digital communication, in line with the council's Digital Strategy. The council continues to seek to improve ease of use, accessibility and the overall digital experience for the council's customers and stakeholders. We have implemented a new Content Management System for our website which will enable us to streamline our online presence, be more interactive and offer more to visitors to the website. A key strand of this will be exploring the potential for targeted e-bulletins.

Projects proposed include:
- Develop e-mail marketing system and approach.
- Consider options for building on existing app
- Develop and improve social media best practice
- Exploring options for a new CMS for the council's intranet
- Development of an online photo library.

Work stream – Income generation

As part of the council's best value action plan for communications, options for trading and the potential for income generation with neighbouring boroughs were explored. This work can now be taken forward to utilise the expertise of existing staff and identify other options for income generation across the council and the borough, ensuring the council maximises its own assets.

Projects include:
- Undertaking a council-wide asset audit
- Considering how to meet the need of businesses/schools/colleges.
- Support businesses and third parties.

Work stream – shared communications with partners, work with businesses

During the LGA review, partner organisations expressed an interest in joint working and shared approaches to reach residents with key, shared messages. Partners will also have a key role to play in the delivery of a place-based narrative for the borough.

Projects include:
- Review of existing partners' communications channels
- Develop options for joint production and shared advertising/costs
- Establishing a cross-partner project group to feed into the communications strategy

Work stream – internal communications and staff engagement

The workforce of the organisation are ambassadors for the council and many of them are also residents. This workstream looks to build on the draft internal communications strategy developed last year to identify opportunities for improved communications with staff and members (and by extension residents).

- Review draft internal communications strategy
- Update existing internal communications channels
- Establish staff working group to contribute to new strategy

Programme plan

Objective	Activity	Delivery date
To establish a clear plan for transition to a new model of communicating with residents, businesses and visitors to the borough	Strategic/overarching programme plan finalised	DELIVERED

31 January 2016 |
| Ensuring Commissioners are informed about progress | Update on programme plan and development of communications strategy to Commissioners | DELIVERED

16 February 2016 |
| Delivery of work streams under programme plan | Projects led by identified officers based on agreed objectives and reporting back to the Mayor and CMT | UNDERWAY

February - March 2016 |
Draw relevant work streams into a Communications Strategy to ensure the council meets the needs of residents, businesses and visitors to the borough	Communications strategy currently being developed. To be discussed by CMT and the Mayor and finalised.	31 March 2016
New model for communications in place	This may require a staffing restructure, which will be undertaken in line with the council's organisational change processes.	Mid-May 2016 (although a restructure will take longer to implement)
Compliance with Code of Recommended Practice on Local Authority Publicity	Communications activity, including any print publications, will meet the requirements of the code.	18 May 2016

25 milestones have been completed and have not been included; the remaining 5 are shown below and will also be taken forward in the new communications strategy.

The council is on track to complete all actions relating to Communications by May 2016.

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Income optimisation

Action / Recommendation	Lead					
A robust business plan identifying new revenue streams, maximising existing income activities and providing a clear growth plan	Kelly Powell					

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Review to consider options for trading	Sharan Ahmed (with CLC as required)	May-16	On Target	75%	Initial analysis undertaken and this work was fed in to the external review of communications. A revised deadline for completion is proposed in line with the new the Communications Strategy for this and related milestones below. Deadline revised from Dec-15 to May-16 with agreement from Commissioners at last Board Meeting.	Whilst we have undertaken work in these areas, we have also sought to enable feedback from the LGA review (report received in December) to inform our progress moving forward. The targets (and related LGA recommendations) will now be included in the emerging Communications strategy, which is currently being developed.
Business plan for communications revenues stream complete and approved	Sharan Ahmed (with CLC as required)	May-16	On Target	75%	Business plan developed to include consideration of likely income to be generated, including from One Stop Shop digital displays and the proposed membership of the Council Advertising Network (by placing adverts on the council's website). Ongoing discussions with LB Hackney regarding sharing sales	As above.

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					resources/ targeting sales cross-borough. This work also fed in to the review of communications. Deadline revised as above.	
Review opportunities and approach to use of Council poster and other advertising sites	Sharan Ahmed (with CLC as required)	May-16	On Target	75%	Opportunities have been reviewed and will now feed into the new Communications Strategy. Deadline revised as above.	As above.

Promoting cohesion and equality						
Action / Recommendation		**Lead**				
Maximise reach and penetration of minority communities to support Community Plan and One Tower Hamlets objectives		Kelly Powell				
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
Advisory group/s established	Kelly Powell	May-16	On Target	75%	Communications support provided to groups via existing resource provided by Corporate Strategy and Equality team. This will also feed into the new Communications Strategy. A revised deadline for completion is proposed in line with the new the Communications Strategy. Deadline revised from Nov-15 to May-16 with agreement from Commissioners at last Board Meeting.	

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Action / Recommendation		Lead					
Communications training and support programme developed		Kelly Powell					

Milestone	Lead	Deadline	Status	% Comp	Action to Date		Action planned and risks
A suite of learning and development products aligned to organisational needs	Kelly Powell	Mar-16	On Target	75%	Initial considerations of training and support needs undertaken within Communications Service.		Full proposals to be considered by DMT

Best Value Area	Organisational Culture	Overall Delivery Status GREEN

Progress Summary

The aims of the Organisational Culture 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
- Rebuild trust in the areas where this has, or is perceived to have, broken down.

In agreeing the plan it was recognised that this will be a staged process – all the actions within the full best value plan are being progressed and will impact on organisational culture as they are implemented and embedded. In addition, some activities in the plan will in themselves give rise to new actions which will further support the development of an effective best value culture.

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

Progress in relation to key measures

The agreed milestone measures and our progress towards these are set out below:
- **Achievement of IIP Gold**
  Phase 1 of the IiP assessment was completed in April 2015 and the council achieved 22 of the 34 criteria required for the gold award. The assessor praised the increase in communication and engagement with staff and highlighted all completed actions within the best value plan as areas of good practice within the council. Phase 2 of the assessment will be undertaken in 2017, following implementation of a revised IIP framework.

- **Improvement in Staff Survey measures – motivation, views on leadership, values, priorities**
  In preparation for this assessment, a staff survey will be undertaken later in the year. This will provide feedback and evidence improvements in the areas mentioned above, whilst highlighting any further areas of development.

- **Internal audit report on Best Value Actin Plan implementation – at least substantial assurance**
  Compliance testing has been undertaken on the key actions contained in the action plans for Procurement; Grants; Property and Disposal; and Communications. Their Audit reports have been submitted to the Best Value Board review – in all cases Substantial

Assurance was awarded.

- **Mayoral attendances at OSC and other public fora**
  The Mayor has already attended OSC three times this municipal year. The Mayor has also committed himself to a number of actions relating to Transparency within the Transparency Protocol agreed by Cabinet in November including the first Mayor's Assembly which has taken place. He is also considering the recommendations in the OSC's Transparency Commission report with a view to incorporating some of these within his Protocol.

Next Steps: Priority workstreams
The initial Organisational Culture Plan included a range of diverse activities which it was recognised were immediately necessary to move organisational culture in the right direction. It was also recognised that these were first steps and that the reviews proposed within the plan, together with the election of a new Mayor, and appointment of new Chief Executive and statutory officers, would give rise to a more substantial programme of work to embed a renewed culture and drive progress towards achieving the outcomes set out above.

At this stage the organisation now needs a rigorous focus on some priority areas of work which will make strides towards achieving these outcomes. In reflection of this, the following priority workstreams will take forward our Organisational Culture improvement, key milestones for which are set out below.

Workstream	Lead	Key Milestones
Governance Review – overseen by cross party joint member/officer Governance Review Working Group	Melanie Clay	Governance Working Group agreed an action plan and forward programme of work in December – areas of focus include Member development; Scrutiny; transparent decision making; Mayor and Non-exec roles and responsibilities; review of working of Full Council; Standards arrangements. Milestones to be set out in Action Plan.
Solace Review and member/officer development work	Mayor/Will Tuckley	Sessions with political groups, CMT and senior managers have taken place Final joint cross-party session planned. Action Plan to take forward and embed the work to be considered by BV Board.
Organisational Transformation	Will Tuckley/CMT	Determining future shape of organisation – planning for new office accommodation, new management arrangements, use of technology, partnership working. This will be articulated, in part, through the development of a Workforce Strategy, to be agreed by May 2016, which will detail approaches to staff engagement, learning and development, succession planning, talent management and include actions to ensure a diverse and effective workforce.

36 milestones have already been completed and are therefore not included; the 5 remaining are shown below.

The council is on track to complete all actions relating to Organisational Culture by December 2016.

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Action / Recommendation	Lead					
Rebuilding elected member relationships	Will Tuckley / Mayor / Group Leaders					

Milestone	Lead	Deadline	Status	% Comp	Action to Date	Action planned and risks
Develop an action plan to respond to recommendations of above review	Will Tuckley / Mayor/ Group Leaders	Mar-16	**On Target**	30%	Cross-party forum planned following sessions with political groups and CMT. Deadline revised from Jan-16 to Mar-16 agreed by Commissioners at the January BV Board Meeting.	Action Plan to be finalised based on recommendations. Initial deadline was May-15.
Deliver and monitor action plan	Will Tuckley / Mayor/ Group Leaders		**Ongoing**		Action plan will include clear milestones for delivery	Robust delivery and monitoring arrangements will be put in place.

Action / Recommendation	Lead					
Develop cross party member working groups on key issues: The Governance Review Working Group	Melanie Clay / Matthew Mannion					
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
Evaluate and review	Melanie Clay	Dec-15	**Ongoing**	50%	Action plan established linking BV, Mayors Transparency Protocol and Transparency Commission's recommendations: embedded in business as usual work or task and finish projects	Milestones and deliverables informing GRWG forward plan
Action/ Recommendation	**Lead**					
Ensuring member and officer relations are appropriately conducted and constructive	Monitoring Officer					
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**	**Action planned and risks**
Annual independently-commissioned review and report on officer/member grievances for review by HoPS and the respective Group Leaders making recommendations specific to minimising instances of officer member grievances	Melanie Clay	Dec-16	**On Target**			

Action / Recommendation	Lead						
Ensuring all decisions are informed by best value requirements	Melanie Clay / Matthew Mannion						
Milestone	**Lead**	**Deadline**	**Status**	**% Comp**	**Action to Date**		**Action planned and risks**
Delivering key actions in respect of Procurement, Grants, Property and Communications as set out in the remainder of this Plan	As per respective plans	As per plans	**On Target**		See full report		