

TOWER HAMLETS TRANSFORMATION AND IMPROVEMENT BOARD

Tuesday, 18 December 2018 at 6.00 p.m.
Room C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent,
London E14 2BG

This meeting is open to the public to attend.

Members:

Mayor John Biggs	(Executive Mayor)
Councillor Asma Begum	(Deputy Mayor and Cabinet Member for Community Safety and Equalities)
Councillor Rachel Blake	(Deputy Mayor and Cabinet Member for Regeneration and Air Quality)
Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor Abdal Ullah	(Chair of Overview and Scrutiny Committee)
Councillor Andrew Wood	(Leader of the Conservative Group)
Sir Steve Bullock	(External Representative)
Kate Herbert	(LGA Representative)
Will Tuckley	(Chief Executive)
Sharon Godman	(Divisional Director, Strategy, Policy and Partnerships)

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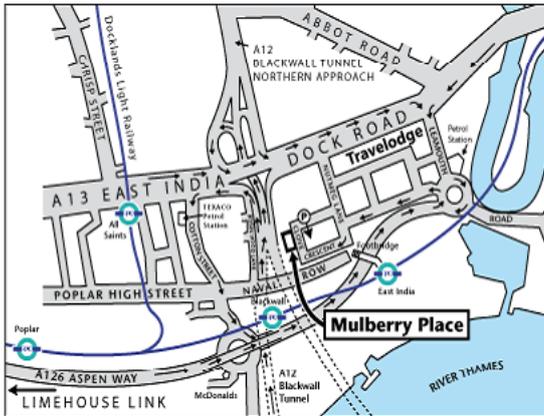
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LONDON BOROUGH OF TOWER HAMLETS

TOWER HAMLETS TRANSFORMATION AND IMPROVEMENT BOARD

TUESDAY, 18 DECEMBER 2018

6.00 p.m.

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

To note any declarations of interest.

When declaring an interest, Members are requested to specify the nature of the interest, the particular agenda item to which the interest relates and whether the interest is a disclosable pecuniary interest.

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|-----------|--|---------|
| 3. | Transformation and Improvement Board Work Programme, Terms of Reference & LGA Action Plan | 5 - 30 |
| 4. | Clear Up Project Workstream Closure | 31 - 34 |
| 5. | Improvement: Children's Service Progress Report | 35 - 46 |
| 6. | ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT | |

<p style="text-align: center;">Transformation & Improvement Board</p> <p style="text-align: center;">18 December 2018</p>	
<p>Report of: Sharon Godman, Divisional Director Strategy, Policy and Performance</p> <p>Afazul Haque Head of Corporate Strategy & Policy</p> <p>Daniel Kerr Strategy and Policy Manager, Corporate</p>	<p>Classification: [Unrestricted]</p>
<p style="text-align: center;">Transformation and Improvement Board Work Programme, Terms of Reference & LGA Action Plan</p>	

Executive Summary

- 1.1. In June 2018 the Council invited the Local Government Association (LGA) to conduct a Corporate Peer Challenge designed to reflect on, and inform our improvement journey. The LGA outcome and recommendations arising from that review also formed part of the Government's decision to fully remove the direction in September 2018. The LGA peer review found that the Council had improved the culture of the organisation through hard work and commitment by members and officers throughout the organisation. The Council remains committed to transforming its services and improving outcomes for local residents. This report and its supporting documents set out the Council's arrangements for continuous and sustained improvement.
- 1.2. At appendix one is the terms of reference for the Mayor's Transformation & Improvement Board (TIB). The TIB will support the Council's aim to be a modern and efficient Council by ensuring that transformation and improvement is delivered and focussed on increasing the pace of change.
- 1.3. The TIB is responsible for ensuring the implementation of the Council's Improvement Plan which responds to the recommendations of recent LGA Corporate Peer Challenge, found at appendix two. The Improvement Plan's areas of focus include the Mayor's priorities, a programme of service reviews, improvement programmes in Adult Social Care and Children's Social Care, and transformation programme. A work programme setting out items for each TIB meeting is found at appendix three.
- 1.4. Progress of the action plan will be reviewed by the Transformation and Improvement Board (TIB). The Plan and work programme will be updated periodically in consultation with the Mayor and Chief Executive. The Local

Government Association will be invited to return to Tower Hamlets in two years to review the Council's progress in responding to the recommendations.

2. Recommendations:

The Transformation & Improvement Board is recommended to:

- Review and agree the terms of reference (appendix 1) for the TIB, considering whether they adequately reflect the remit of this Board or if any other areas need to be included.
- Review and agree the TIB work programme (appendix 3), considering if there are any other areas of Council activity which needs to be included.
- Review and agree the LGA Corporate Peer Challenge action plan (appendix 2), considering if the actions sufficiently meet the requirements of the recommendation, or if any further actions need to be taken.

1 REASONS FOR THE DECISIONS

- 1.1 Following the removal of the Directions placed on the Council it is important to ensure that the significant improvements the Council has delivered are sustained. The decision to establish this Board and agree to a work programme which aims to cover key areas of improvement, transformation and the Mayor's priorities will allow the TIB to support the Council's aim to be a modern and efficient Council and will focus on increasing the pace of change and driving through improvements in underperforming areas.

2 ALTERNATIVE OPTIONS

- 2.1 The TIB could choose not to agree to the proposed work programme and LGA Action Plan. However the current work programme and action plan has been developed following extensive consultation with a range of services across the Council and the details presented in the final reports comprises of their intelligence and service knowledge. The TIB could choose to use the information provided as the basis to further develop their own actions and work programme items, and request amendments and additional actions to the LGA Action Plan and TIB work programme.

3 DETAILS OF THE REPORT

Transformation & Improvement Board

- 3.1 The TIB will serve as the Mayor's external facing improvement board. The Board will ensure that the improvement journey the Council has undertaken in

previous years is sustained long term. It will support the aim to be a modern and efficient Council and will focus on the pace of change and areas of weakness. The TIB will perform the following roles (appendix 1):

- Drive sustainable transformation and improvement across the Council;
- Provide oversight, support and challenge to officers;
- Challenge the pace and impact of the Council's transformation and improvement activity/plan;
- Hold Cabinet Members and Responsible Officers to account to ensure the delivery of the transformation and improvement plan;
- Take forward the recommendations made by the LGA Corporate Peer Challenge and other reviews as appropriate.

3.2 The TIB's work programme (appendix 2) has been developed to focus on a number of areas covering the Mayor's priority areas and significant areas of Council improvement activity which will have a direct impact on residents. The TIB work programme will:

- Ensure all outstanding actions from the Best Value Improvement Plan are completed;
- Provide oversight to the delivery of the LGA Corporate Peer Challenge and Planning Peer Challenge action plans;
- Provide challenge and direction to the Adult Social Care and Children Social Care improvement programmes and ensure these highly critical services are making the required progress;
- Monitor the implementation and progress of external facing transformation programmes such as the Customer Access transformation.
- Review the performance of key services in relation to the Mayor's key priority areas, specifically: safer communities and ASB, housing and capital delivery, cleaner streets and environment, work and greater prosperity, and a new vision for regeneration.

LGA Corporate Peer Challenge

3.3 The purpose of the LGA Corporate Peer Challenge was to receive an independent review of the Council's achievement against its Best Value Improvement Plan and learn from best practice. The Peer Challenge represented a significant milestone in the Council's improvement journey and provided fresh insight into the opportunities for improvement and the organisations capacity and ability to deliver.

3.4 The Peer Team recognised that transformation had been delivered by strong leadership from the Mayor and Chief Executive, and positive relationships between Members and officers. The Peer Team also found that staff appreciate the open and positive culture that the senior leadership are championing and feel more engaged. Furthermore, it was noted there are

strong relationships between the Council and partners and an encouraging sense of optimism amongst partners for the future.

- 3.5 The Peer Team concluded that Tower Hamlets is a borough with enormous opportunities and potential. The borough has a diverse and vibrant community and the Council has a relatively healthy financial position and an enviable asset base with the potential to invest, innovate, and drive through further change.
- 3.6 The Corporate Peer Challenge identified a number of areas where the Council can continue to improve. There are still large areas of services in need of modernisation and some services are still traditional and paternalistic. The Council needs to increase the pace of change and is currently too risk averse as a result of past decision making. Furthermore, the organisation needs to take a more proportionate risk based approach and empower officers to be less cautious and bureaucratic in order to drive through improvements at a faster rate. To ensure the Council moves forward quickly, there needs to be an unrelenting focus on the areas of failure including those identified by Ofsted in Children's Services.

LGA Corporate Peer Challenge Recommendations

- 3.7 The LGA Corporate Peer Challenge report makes 11 recommendations:
- The Council now needs to grasp opportunities and drive the pace of change to achieve the potential of the place.
 - Be forward looking and learn the lessons of the past but not be fettered by them.
 - Be confident and bold about the Council's ability to be normal and even strive for excellence, review its risk appetite and take account of the role of Internal Audit in managing this.
 - Increase the pace of decision-making and implementation by removing bad bureaucracy whilst retaining good governance.
 - Address the barriers to sustainable change such as the over-use of interims and agency staff, some of the practices of the Human Resources department and the problems with the ICT systems.
 - There needs to be an unrelenting focus on the previous areas of failure including Children's Services.
 - Reform the services that are still traditional and paternalistic.
 - Maximise the potential, ability and enthusiasm of all Members.
 - Further break down silos and embed cross organisational working.
 - Continue to promote, cascade and embed behavioural and cultural change by engaging the whole organisation.
 - Maximise the advantages of the Council's financial standing whilst instilling more robust financial discipline and delivery of efficiency and value for money.

- 3.8 In response to the recommendations all Directorates in the Council have been consulted to develop an action plan that sufficiently addresses the gaps identified by the Peer Team.
- 3.9 The TIB will provide oversight and challenge to the implementation of the action plan, which will be reported back to the TIB at each meeting. The LGA will be invited back to the Council in two years to review how the council has responded to the recommendations
- 3.10 The areas of focus found in the work programme and the action plan are also reflected in the Council's Strategic Plan and re being led by a range of internal and external Boards.

4 EQUALITIES IMPLICATIONS

- 4.1 The LGA Action Plan and the TIB work programme have been developed to improve key areas of underperformance which has an impact on all residents. Many of these areas have been identified through a strong consideration of equality implications and analyses of where residents are currently experiencing poorer service delivery and outcomes. The TIB has been established to be the external facing improvement Board and as such will focus on areas which have a direct impact on residents, and a strong emphasis will be placed on the equality impact as part of the discussion for each item on the work programme.

5 COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 Following the recent Peer Challenge, this report sets out the desired cultural changes within the framework of the Council. Reviewing internal procedures and strategies to ensure greater efficiency aimed at achieving more positive outcomes, in addition to proactive risk evaluation and improving financial discipline. Expectations are that these areas of improvement will be contained within existing resources and the General Fund budget envelope
- 5.2 This report sets areas of focus for the TIB, covering the Mayor's priority areas; a new vision for regeneration and a review of key areas of Council improvement. There is no immediate finance considerations arising from this report as the cost of each work programme will be contained within existing resources. However, if through the process further areas of weakness arise; additional funding may need to be identified.

6 COMMENTS OF LEGAL SERVICES

- 6.1 The Council has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals generally may do, provided it has not been prohibited by legislation and subject to public law principles.

- 6.2 Section 111 of the Local Government Act 1972 further gives the Council the authority to do anything which is calculated to facilitate, or is conducive or incidental to the discharge of their functions.
- 6.3 There is no statutory requirement for the Council to create a Transformation & Improvement Board. The creation of the Board however, will facilitate the Council in ensuring that the transformation and improvement plans of the Council are effective in achieving their aim to make Tower Hamlets a modern and efficient Council.
- 6.4 The Board will have no decision making authority and considerations relating to the legal duties of the Council (such as Equalities) in respect of a particular recommendation, will form part of the decision making process at the time the particular decision is taken.

Linked Reports, Appendices and Background Documents

Linked Report

Appendices

- Appendix 1: Transformation & Improvement Board Terms of Reference
- Appendix 2: LGA Corporate Peer Challenge Action Plan
- Appendix 3: Transformation & Improvement Board Work Programme

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- None

Officer contact details for documents:

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**TOWER HAMLETS TRANSFORMATION AND IMPROVEMENT BOARD
DRAFT TERMS OF REFERENCE**

NAME	Tower Hamlets Transformation and Improvement Board (TIB)
DATE	December 2018
CHAIR	Mayor John Biggs
FREQUENCY	Quarterly public meetings
MEMBERS	Mayor Deputy Mayors Overview and Scrutiny Committee Chair Leader of the Opposition External representative: Local Government Association Chief Executive Divisional Director Strategy, Policy and Performance
INVITED TO ATTEND AS APPROPRIATE	Cabinet Members as appropriate Corporate Directors as appropriate Divisional Directors as appropriate Secretariat support
AIM	To support the council to be a modern and efficient organisation by delivering transformation and improvement that improves services and outcomes for local residents.
ROLE	To drive sustainable transformation and improvement across the council; To provide oversight, support and challenge to officers To challenge the pace and impact of the council's transformation and improvement activity/plan; To hold to account Cabinet Members and Responsible Officers for ensuring delivery at pace of the transformation and improvement plan; To deliver the outstanding action from the Best Value Improvement Board; To take forward the recommendations made by the LGA Corporate Peer Challenge (update);
OBJECTIVES	To demonstrate sustainable progress against the Best Value Duty by: <ul style="list-style-type: none"> • Establish follow-up LGA Corporate Peer Challenge in two years • Considering progress in, and corporate assistance to, improvement priority areas across the Council, identified by, or referred to, the Mayor and Chief Executive; • Challenging progress, pace and delivery.
STANDARD AGENDA ITEMS	<ul style="list-style-type: none"> • Review minutes, actions and matters arising • Review of progress reporting relating to the transformation and improvement plan • Review of risks relating to transformation and improvement activities

	TIB work programme
OFFICER SUPPORT	<p>Officers will meet with the Mayor and Chief Executive to maintain pace, delivery and unblock issues.</p> <p>The Strategy, Policy and Performance (SPP) Service will support the work of the Transformation and Improvement Board. SPP will coordinate officer meetings between the Board meetings to ensure actions are on track, progress is maintained and officers are aware of what is required from them at future Board meetings</p>
SERVICING OF MEETINGS	<p>The servicing of meetings will be undertaken by the Democratic Services Team and will include:</p> <ul style="list-style-type: none"> (a) dispatch of agenda and reports; (b) taking of minutes and recording of actions/decisions; (c) dissemination of minutes and decisions; and (d) audio recording of meetings. <p>Officers preparing reports for consideration must liaise with Democratic Services in good time to ensure that meetings are able to be convened as required to consider reports.</p>
PREPARATION AND PRESENTATION OF REPORTS	<p>The lead Corporate Director/ Divisional Director will be responsible for preparing and presenting reports. This will include:</p> <ul style="list-style-type: none"> (a) preparing reports and recommendations; (b) obtaining legal and financial clearance of reports; (c) sending completed reports to Democratic Services for dispatch; (d) presenting reports ; and (e) implementing actions/decisions agreed.
RECORD OF ATTENDANCE	<p>All members of the Transformation and Improvement Board present during the whole or part of a meeting must sign their names on the attendance sheet before the conclusion of every meeting to assist with the record of attendance.</p>
PROCEEDINGS	<p>The Transformation and Improvement Board will meet in public and conduct its proceedings in accordance with the relevant rules of procedure contained in the Council's Constitution.</p>
DECLARATIONS OF INTEREST	<p>The Council's Members Code of Conduct requires Members to declare disclosable pecuniary interests and any other interest that they may have within the published register of interests and also any items for consideration by the Board.</p>
Board Review	<p>At the end of each year the Board will review its progress to ensure it has successfully met its aims and is adding value to the transformation and improvement work of the council.</p>



LONDON BOROUGH OF TOWER HAMLETS

TRANSFORMATION AND IMPROVEMENT ACTION PLAN

2018 - 2022

1. Introduction

- 1.1 In June 2018 the Council took part in a LGA Corporate Peer Challenge. The purpose of this review was to receive an independent review of the Council's achievement against its Best Value Improvement Plan and learn from best practice. The Peer Challenge represented a significant milestone in the council's improvement journey and provided fresh insight into the Council's strengths, weaknesses, and ability to deliver the ongoing improvements required to improve services for residents.
- 1.2 The Corporate Peer Challenge identified a number of areas where the Council can continue to improve. There are still large areas in the Council in need of modernisation and some services are still traditional and paternalistic. The Council needs to increase the pace of change in the borough and is currently too risk averse as a result of past decision making. Furthermore, the Council needs to take a more proportionate risk based approach and empower officers to be less cautious and bureaucratic in order to drive through improvements at a faster rate. To ensure that the Council moves forward quickly, the Council needs to have an unrelenting focus on the areas of failure including those identified by Ofsted in Children's Services
- 1.3 This document captures the significant transformation and improvement activity being undertaken in order to become a modern and efficient Council, and meet the recommendations of the LGA Corporate Peer Challenge.
- 1.4 The LGA will be invited back to the Council in two years to perform a light touch review and the Council will need to demonstrate how it has implemented the recommendations.

2. Transformation & Improvement Board (TIB)

- 2.1. The TIB will serve as the Mayor's external facing improvement board and will have oversight of the Council's Transformation & Improvement action plan. The TIB will ensure that the improvement journey the Council has undertaken in previous years is sustained long term. It will support the aim of being a modern and efficient council and will focus on the pace of change and areas of weakness. The TIB's work programme and the LGA Action Plan are comprised of the following areas of work:
 - Transformation programme

Appendix Two

- Children's Services Improvement programme
- Adult Social Care Improvement programme
- Service review programme
- Mayor's priorities
- Previous Best Value Plan

2.2. The role of the TIB will be reviewed annually to ensure it has successfully met the aims detailed in the terms of reference and is adding value to the transformation and improvement work in the Council.

Action	Responsibility	Date	Monitoring	
Recommendation 1: The Council now needs to grasp opportunities and drive the pace of change to achieve the potential of the place				
Recommendation 2: Be forward looking and learn the lessons of the past but not be fettered by them				
1.	Work with partners to deliver the priorities and themes in the Tower Hamlets Plan, with a specific focus on: <ul style="list-style-type: none"> - Public sector spend, - Communication campaign for the borough - Impact of Brexit 	Sharon Godman Divisional Director Strategy, Policy and Performance	July 2019	Tower Hamlets Partnership Executive Group
2.	Deliver the Communications Strategy 2018/19 and work with partners to promote the borough, to tell a story about the council, build a digital communications network and improve the council's brand.	Andreas Christophorou Divisional Director of Communications and Marketing	April 2019	
3.	Deliver a communications plan for the new Town Hall, seeking opportunities to tell the council's story and establish Tower Hamlets as a dynamic place	Andreas Christophorou Divisional Director of Communications and Marketing	April 2022	
4.	Deliver the Smarter Together Transformation Programme services with a focus on improving frontline services, support services, organisational culture and the council's digital capacity.	Will Tuckley Chief Executive	April 2022	Transformation Board
5.	Undertake a strategic review of assets and refresh the current approach to optimise how assets (council and borough) are used to benefit strategic priorities	Ann Sutcliffe Acting Corporate Director for Place	March 2020	Asset Management Working Group
6.	Regeneration Board to deliver the council's activity around	Ann Sutcliffe	March 2020	Regeneration Board

	regeneration and develop a coherent approach for regeneration across the borough.	Acting Corporate Director for Place Tom McCourt Strategic Director for Place		
7.	Develop a Growth and Economic Development Plan <ul style="list-style-type: none"> Commence implementation of the High Streets and Town Centre Strategy Develop an approach for the Visitor Economy 	Ann Sutcliffe Acting Corporate Director for Place Judith St John Divisional Director Sports Leisure and Culture	October 2019 March 2019 Deadline to be determined	Strategic Plan monitoring High Streets and Town Centre Working Group
Recommendation 3: Be confident and bold about the Council's ability to be normal and even strive for excellence, review its risk appetite and take account of the role of Internal Audit in managing this.				
10.	Refreshed Internal Audit approach to be more strategic and risk focussed, ensuring that the focus of internal audit plans are risk basked, targeted to areas of strategic importance and delivered using a more proactive rather than retrospective approach.	Steven Tinkler Head of Audit and Risk	April 2019	
11.	Introduce the new Local Community Fund and monitor the implementation	Sharon Godman Divisional Director Strategy, Policy and Performance	April 2019	Grants Scrutiny Sub-Committee & Grants Determination Committee
Recommendation 4: Increase the pace of decision making and implementation by removing bad bureaucracy whilst retaining good governance				
12.	Complete a review of the council's constitution to strengthen	Asmat Hussain	October 2019	CLT

	governance arrangements, improve accessibility and ensure it is user friendly.	Corporate Director for Governance		General Purpose Committee
13.	Review the council's governance structure to provide clarity on the Scheme of Management and Key Decisions.	Asmat Hussain Corporate Director for Governance	October 2019	CLT General Purpose Committee
14.	Undertake a council wide review of strategies and boards including partnership boards and groups.	Sharon Godman Divisional Director strategy, policy and performance	April 2019	<ul style="list-style-type: none"> • CLT • Partnership Boards
Recommendation 5: Address the barriers to sustainable change such as the over use of interims and agency staff, some of the practices of the Human Resources department and the problems with the ICT systems.				
15.	Establish a HR Policy Working Group to review existing and develop new policies and procedures to ensure HR is at the forefront of delivering change.	Amanda Harcus Divisional Director of HR and Organisational Development	January 2019	CLT
16.	Increase the number of permanent staff in Adults and Children's Social Care and other hard to recruit areas through improving the accessibility of the application process, working closely with recruitment agencies, improving the council's brand as an employer, and developing the Grow-your-Own scheme.	Amanda Harcus Divisional Director of HR and Organisational Development Denise Radley Corporate Director for Health, Adults and Community Debbie Jones Corporate director for	April 2020/21	Children's Services Improvement Board

		Children's Services		
17.	Improve the IT infrastructure and modernise the applications the council uses to enable innovation through IT and provide a single focus on delivering the 2022 vision through the use of technology.	Adrian Gorst Divisional Director IT	March 2020	Frontline Services Board Digital Portfolio Board
Recommendation 6: There needs to be an unrelenting focus on the previous areas of failure including Children's Services				
18.	Establish a cross party and public facing Transformation and Improvement Board to monitor the council's ongoing improvement activities.	Sharon Godman Divisional Director Strategy, Policy and Performance	December 2018	
19.	Ensure improvement in Children's Services is given the highest priority through the continued delivery of the independently chaired Children's Services Improvement Board, consistent engagement with Ofsted between inspections, and regular meetings between the Mayor, Lead Member, Chief Executive and Corporate Director for Children's Services.	Debbie Jones Corporate director for Children's Services	November 2019	Children's Services Improvement Board
20.	Develop and deliver a programme of service reviews which focus on improving operational effectiveness	Sharon Godman Divisional Director Strategy, Policy and Performance	April 2020	<ul style="list-style-type: none"> • Performance Improvement Board • Transformation & Improvement Board
21.	Implement actions to address the recommendations of the LGA Planning Peer Review	Ann Sutcliffe Acting Corporate Director for Place	April 2020	
Recommendation 7: Reform the services that are still traditional and paternalistic				
22.	Review the Mayor's key priority areas, specifically: safer	Sharon Godman	April 2020	<ul style="list-style-type: none"> • Transformation

	communities and ASB, housing and capital delivery, cleaner streets and environment, work and greater prosperity, and a new vision for regeneration.	Divisional Director Strategy, Policy and Performance		& Improvement Board <ul style="list-style-type: none"> • Crime & Anti-Social Behaviour Board • Asset Management Working Group • Regeneration Board
23.	Deliver the Customer Services Transformation Programme to empower residents to use accessible online services, certify the council's approach to customer services has improved the lives of those residents who need the most support, and ensure the council's workforce has the right skills and resources to provide consistently excellent customer services.	Shazia Hussain Divisional Director for Customer Services	April 2020	Transformation Board
24.	Deliver the Adult Social Care Improvement programme	Denise Radley Corporate Director for Health, Adults and Community	April 2019	
Recommendation 8: Maximise the potential, ability and enthusiasm of all members				
25.	Build on the Members induction programme through the development of Members personal development plans, ensuring that it is tailored to the needs of the councillor and the council.	Asmat Hussain Corporate Director for Governance	April 2019	Standards Advisory Committee Audit committee
26.	Support the development of Councillors role at scrutiny through a range of initiatives.	Asmat Hussain Corporate Director for Governance	July 2019	Overview & Scrutiny Committee

		Sharon Godman Divisional Director Strategy, Policy and Performance		
Recommendation 9: Further break down silos and embed cross organisational working				
Recommendation 10: Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation				
27.	Organisational Culture Programme Board to drive behavioural and cultural change and improvement through the delivery of 6 work streams: <ul style="list-style-type: none"> • Organisational culture change plan • Outcomes framework • Target Operating Mode • Business intelligence strategy • Commissioning approach • Outcomes base budgeting 	Will Tuckley Chief Executive	In place and ongoing January 2019 December 2019 December 2019 April 2019 March 2019	Organisational Culture Programme Board
28.	Improve collaborative working and integration with partners to drive improvements against the 4 priority areas of the Tower hamlets plan: <ol style="list-style-type: none"> 1. A better deal for children and young people: aspiration, education and skills 2. Good jobs and employment 3. Strong, resilient and safe communities 4. Better health and wellbeing 	Will Tuckley Chief Executive	April 2023	Tower Hamlets Partnership Executive Group
29.	Embed the TOWER values and behaviours and integrate into council processes such as job descriptions and adverts, PDR forms and processes, and staff events such as the Chief Executive Roadshow.	Amanda Harcus Divisional Director of HR and Organisational Development	April 2019	Organisation and Culture Programme Board Corporate

				Equalities Board CLT
30.	Continue to appraise and develop how the council leads, engages and manages its workforce through undergoing the Investors in People assessment. The council aims to retain its Silver rating at the inspection in December and has set itself an ambitious target to attain Gold by 2022.	Amanda Harcus Divisional Director of HR and Organisational Development	Silver – December 2018 Gold - 2022	Organisation and Culture Programme Board Corporate Equalities Board
31.	Improve the council's training and development offer through centralising Learning & Development and using the apprenticeship levy to upskill staff	Amanda Harcus Divisional Director of HR and Organisational Development	April 2019	Corporate Equalities Board CLT Organisation and Culture Programme Board
32.	Encourage behavioural change, recognise staff achievements and engage staff through innovative internal communication such as Yammer, Compliment a Colleague, Smarter Together POD and Your Service Your idea.	Andreas Christophorou Divisional Director of Communications and Marketing	April 2019	Smarter Together Programme Board
Recommendation 11: Maximise the advantages of the Council's financial standing whilst instilling more robust financial discipline and delivery of efficiency and value for money.				
33.	To further embed Outcomes Based Budgeting across the organisation to ensure that there is sufficient focus on value for money linked to improved outcomes that are evidenced, within the context of limited and reducing resources.	Neville Murton Acting Corporate Director, Resources	March 2020	Cabinet
34.	To strengthen the organisation's financial discipline in terms of the delivery of savings targets and balanced budgets, with a focus on budget holders accountability.	Neville Murton Acting Corporate Director, Resource	March 2020	Cabinet

35.	To fully implement the revised capital strategy and governance arrangements to ensure that the capital programme has a clear prioritisation process and has robust monitoring and reporting arrangements to ensure the capital programme is delivered as planned.	Neville Murton Acting Corporate Director, Resources	March 2020	
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Tower Hamlets Transformation & Improvement Board (TIB) Work programme 2018-19

Meeting	Topic	Detail	Lead	Monitoring
Tuesday, 18th December, 2018	Transformation & Improvement Board (TIB) Work Programme and Terms of Reference	Review and agree the TIB work programme and terms of reference.	Mayor John Biggs Sharon Godman Divisional Director Strategy, Policy and Performance	Transformation Board
	LGA Corporate Peer Challenge Action Plan	Review and agree the council's response to the LGA Corporate Peer Challenge	Mayor John Biggs Sharon Godman Divisional Director Strategy, Policy and Performance	Transformation Board
	Clear Up Project	Review the progress of the remaining two cases of the Clear Up Project (CU41 and CU55)	Mayor John Biggs Asmat Hussain Corporate Director for Governance	
	Improvement: Children's Service progress Report	Review how is the council addressing the risks around permanency planning.	Councillor Danny Hassell Debbie Jones	<ul style="list-style-type: none"> Children's Services Improvement Board

			Corporate Director for Children's Services	<ul style="list-style-type: none"> • Cabinet
Tuesday, 26th March, 2019	Mayor's priority: Safer communities and ASB	Review of Mayor's key priority area	Councillor Denise Jones Denise Radley Corporate Director for Health, Adults and Community	Crime & Anti-Social Behaviour Board
	Transformation: Customer Services Transformation Plan	Review the progress of the Customer Services Transformation Programme	Councillor Amina Ali Shazia Hussain Divisional Director for Customer Services	Transformation Board
	Improvement: Adult Social Care	Review the achievements and future plans of the Adults Social Care improvement programme.	Councillor Denise Jones Denise Radley Corporate Director for Health, Adults and Community	
	Improvement: Tower Hamlets Improvement Plan	Review progress of the LGA Corporate Peer Challenge	Mayor John Biggs Sharon Godman Divisional Director Strategy, Policy and	Transformation & Improvement Board

			Performance	
	Improvement: Children's Service Progress Report	Update on Children's Improvement Programme	Councillor Danny Hassell Debbie Jones Corporate Director for Children's Services	<ul style="list-style-type: none"> • Children's Services Improvement Board • Cabinet
June 2019 Page 28	Mayor's priority & Transformation: Cleaner Streets and our local environment	Waste Strategy: cover the specific delivery plans and improvements flowing from the Waste Strategy and also cover the Mayor's priority of 'Increasing our recycling rate'. New Waste and Cleansing Services: Progress of the mobilisation up to and then the new services commencing from 1st April 2020. This would cover the items 'Waste contract' and 'the High level of complaints on environmental indicators (e.g. waste and cleansing)'. Tom McCourt Strategic Director for Place	Councillor David Edgar Ann Sutcliffe Corporate Director for Place	
	Improvement: Integrated health and social care / Tower Hamlets Together	Review the pace of delivery of health and social care integration in Tower Hamlets.	Councillor Denise Jones Denise Radley Corporate Director for Health, Adults and Community	Tower Hamlets Together Board
	Improvement: Tower Hamlets Improvement Plan	Review progress of the LGA Corporate Peer Challenge	Mayor John Biggs	Transformation & Improvement

			Sharon Godman Divisional Director Strategy, Policy and Performance	Board
	Improvement: Children's Service Progress Report	Update on Children's Improvement Programme	Councillor Danny Hassell Debbie Jones Corporate Director for Children's Services	<ul style="list-style-type: none"> • Children's Services Improvement Board • Cabinet
September 2019	Mayor's Priority: New vision for regeneration	Undertake a strategic review of assets and regeneration to understand how assets are used to benefit the council's priorities	Councillor Rachel Blake Ann Sutcliffe Corporate Director for Place	<ul style="list-style-type: none"> • Asset Management Working Group • Regeneration Board
	Improvement: Tower Hamlets Improvement Plan	Review progress of the LGA Corporate Peer Challenge	Mayor John Biggs Sharon Godman Divisional Director Strategy, Policy and Performance	Transformation & Improvement Board
	Improvement: Children's Service Progress Report	Update on Children's Improvement Programme	Councillor Danny Hassell Debbie Jones Corporate Director for Children's	<ul style="list-style-type: none"> • Children's Services Improvement Board • Cabinet

December 2019	Mayor's priority: Work and greater prosperity	Review of Mayor's key priority area	Services Councillor Motin Uz-Zaman Ann Sutcliffe Corporate Director for Place	
	Mayor's priority: Housing and capital delivery	Review of Mayor's key priority area	Councillor Sirajul Islam Ann Sutcliffe Corporate Director for Place	
	Improvement: Tower Hamlets Improvement Plan	Review progress of the LGA Corporate Peer Challenge	Mayor John Biggs Sharon Godman Divisional Director Strategy, Policy and Performance	Transformation & Improvement Board
	Improvement: Children's Service Progress Report	Update on Children's Improvement Programme	Councillor Danny Hassell Debbie Jones Corporate Director for Children's Services	<ul style="list-style-type: none"> • Children's Services Improvement Board • Cabinet

TRANSFORMATION IMPROVEMENT BOARD 18 December 2018	 TOWER HAMLETS
Report of: Asmat Hussain – Corporate Director Governance and Monitoring Officer	Classification: [Unrestricted]
Clear Up Project Workstream Closure	

Originating Officer(s)	Mark Norman
Wards affected	None
Key Decision?	No
Forward Plan Notice Published	N/A
Reason for Key Decision	N/A

Executive Summary

The Council initiated the Clear Up Project in order to investigate various complaints. This formed part of the Best Value Improvement Plan. The progress of each of the work streams under the Clear Up Project was reported regularly to the Best Value Improvement Board as was until such time as the matters were complete.

This report provides the final updates to two work streams CU41 and CU 55.

Recommendations:

The Transformation Improvement Board is recommended to:

1. Agree that the Clear Up Project be closed as successfully complete.

1 REASONS FOR THE DECISIONS

- 1.1 The recommendations relating to the remaining 7 clear up projects have been implemented
- 1.2 All the original work streams under the Clear Up Project have been completed
- 1.3 The new Transformation and Improvement Action Plan incorporates the necessary work to address any outstanding actions of the Clear Up Project as detailed in Paragraph 5

2 ALTERNATIVE OPTIONS

2.1 None

3 DETAILS OF THE REPORT – CU41

3.1 **CU 41** related to the veracity of an audit of the Council's Youth Services and the recommendations that were made.

3.2 A new audit report was carried out and the following service improvements have been made:

- Young residents (aged 12-19) have free access to activities including sport, games, arts, music, along with state of the art facilities including music recording studios, hair salons, climbing walls and ICT suites. For older children, there are sessions to help them learn about the dangers of drink and drugs, bullying, social media and sexual health matters.
- Eighteen youth hubs have been introduced which includes eight locally commissioned youth hubs; two specialist commissioned providers; and one specialist internal team. Also, February 2019, for a period of one year, two projects will also be delivering an 11 year old youth activities programme; and a youth innovation fund programme.
- There has been a substantial internal governance refresh to respond to failings detailed by the Commissioners to support the delivery of the services in a way which meets the Council's Best Value Statutory Duty
- New systems to track performance have been introduced.
- Performance targets have been reviewed and new targets introduced to drive up standards.
- The introduction of increased training and support for staff

4 DETAILS OF THE REPORT – CU55

4.1 The original complaint suggested that:

- a number of organisations had submitted untrue grant applications in 2013
- therefore grant funds had been used for purposes for which it was inappropriate that public funds be used and in any event not in line with the original grant applications

4.2 The process was reviewed and the investigation did not show any evidence of subversion of the grants process:

- The grant criteria had been applied correctly to the application
 - Monitoring of the use of the grant funds showed that it had been used for the purposes shown in the grant application
 - There was no evidence that the terms and conditions of the grant had been breached.
- 4.3 In the absence of any evidence at all, legal advice suggested that it would not be reasonable for the Council to pursue any of the groups further and in itself could lead to the Council being challenged under administrative law
- 4.4 However, in any event the Council has taken and is taking a number of steps to ensure that the grant process is considerably more robust under the Local Community Fund scheme. This includes:
- the inclusion of procurement related best practice to the grant application process in terms of application procedure, evaluation and award
 - a thorough over-haul of the specifications and scheme objectives
 - a move towards a stronger agreement with increased monitoring powers

5. DETAILS OF THE REPORT – CU15, CU27, CU31, CU35, CU57

- 5.1 The relevant recommendations all related to the Council's Human Resources policies and procedures.
- 5.2 The Council has undertaken the following measures:
- The Human Resources Policy Working Group has been formed
 - A number of the policies in question have been reviewed by the Group
 - The Human Resources division has been restructured to better match the organisation
 - 4 subject matter experts are now included in the structure which allows for better management of case work
 - The Council is now implementing the Transformation and Improvement Action Plan. Recommendation 5 (paragraph 15) provides for the further transformation work as may be required

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<p style="text-align: center;">Transformation and Improvement Board</p> <p style="text-align: center;">Cover Sheet</p> <p style="text-align: center;">18TH December 2018</p>	
<p>Children's Services Improvement Quarterly Progress Report (Quarter 2- 2018/19)</p>	

Decision Required:

This report provides an update on progress in delivering improvements to Children's Services in response to the report published by Ofsted in April 2017 which rated our services 'inadequate'. The Council's improvement plan aims to achieve a standard of 'good' at its next inspection, in 2019.

Endorsement is sought for the progress made in delivering the Children's Services improvement Programme.

TIB are asked to note the report and comment on the report and progress for Quarter 2.

The report will go to CS Improvement Board on 3rd December 2018.

Is a Member Level Decision Required: No

Key Decision? No

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Cabinet 19th December 2018	 TOWER HAMLETS
Report of: Debbie Jones, Corporate Director Children's Services	Classification: Unrestricted
Children's Services Improvement- Quarterly Progress Report (Quarter 2 2018/19)	

Lead Member	Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People
Originating Officer(s)	Nazma Rabbani Children's Services Improvement Manager
Wards affected	All wards
Key Decision?	No
Forward Plan Notice Published	
Reason for Key Decision	N/a
Community Plan Theme	A fair and prosperous community

Recommendations:

The Mayor in Cabinet is recommended to:

1. Endorse the progress made in delivering the children's services improvement programme.
2. Agree the next steps in the improvement journey which will be updated on in the next report.

1. REASONS FOR THE DECISIONS

- 1.1 Corporate and political leadership of the Children's Services improvement agenda is a critical part of ensuring its success. Consideration of this report in Cabinet will support this leadership and help to facilitate public scrutiny of progress.

2. ALTERNATIVE OPTIONS

- 2.1 There are no alternative options to consider.

3. DETAILS OF THE REPORT

Where Were We?

This report provides an update on progress in delivering improvements to Children's Services in response to the report published by Ofsted in April 2017 which rated our services 'inadequate'. The Council's improvement plan aims to achieve a standard of 'good' in summer 2019, when it is likely to be next inspected. This is a bold aspiration but we believe the minimum our children and families deserve.

The most recent visit, on 15-16 August 2018, focused on Permanency Planning and the Public Law Outline (PLO), ie how the council performs its obligations as a corporate parent. Inspectors evaluated the quality of care planning for children in care, in particular the achievement of timely permanence for all children who are unable to live with their birth parents. They assessed progress since the last inspection and focused on areas of practice that had required significant improvement. The monitoring visit letter was published on 10th September.

Ofsted highlighted some particular areas of focus which they will expect to see progress in by the time of their next visit in December. These are:

- Permanency Planning – we must make decisions for the long term placement of children in our care at the earliest possible stage. This will often include pursuing multiple options at the same time so that there is no delay in achieving a positive, long term outcome for all children.
- Assessments – there are a number of children in the Looked after Service without a recent assessment. It has been made clear to all staff that the expectation is that all looked after children have an updated assessment at least annually.
- Through-care Service – the implementation of the new Through-care service will be prioritised to ensure that we are providing the best service to our older looked after children as they transition to adulthood.
- LAC Medicals – we are working closely with colleagues in the CCG in order to improve performance this area.

The overall level of progress over the past 18 months has been strong, however the August monitoring visit highlighted that the rate of progress previously seen other parts of the Division were not as strongly embedded and evident within the "Looked After" Children's service.

We have agreed with Ofsted that the fifth monitoring visit (11th-12th December) will again focus on Looked After children, with the addition of also looking at practice for Care Leavers. We expect one further (and final) monitoring visit in March/April 2019 which is likely to re-visit the practice at the front door. The full re-inspection will take place at any point within the six months following the final monitoring visit. Ofsted have also recently confirmed that the re-inspection will be a two week inspection under the new ILACS inspection system.

3.1 Our key areas of improvement/challenge

- a) Exploitation
- b) Staff retention and workforce stability
- c) Permanence
- d) Quality Assurance/Performance
- e) Consistency of thresholds
- f) Children “missing”
- g) Sufficiency and quality foster placements for looked after children.

PROGRESS UPDATE

3.2 Staff Recruitment and Retention

In February 2018 48% of Social Work staff were agency staff, this was the highest across London. Our work to provide better working conditions and caseloads, along with the development of the SW Academy has been able to reduce this reliance on Agency staff to 32% (September 2018). The Inner London average for agency Social Workers is 27.7%.

We have also reduced staff turn-over from a high of 23.3% in February 2018 to 15.7% in September 2018, which is now slightly lower than the London average of 16%.

Although it is positive that we have made progress in stabilising our workforce, there are still a number of challenges and initiatives that we need to pursue. These are;

- Conversion of Agency staff to Permanent positions (Divisional Director’s event for staff is scheduled for late November)
- Review and streamlining of HR recruitment processes to “fast-track” SW applications. A Task and Finish Group has recently been set up to undertake this work.
- Commissioning of a specialist recruitment agency to source experienced SW’s interested in joining Tower Hamlets.

Level 3 - Service	Average FTE Days Lost	Average FTE Days Lost
	End March 2018	End Sept 2018
Assessment & Early Intervention	18.69	10.31
Child Protection and Reviewing	5.51	4.91
Children Looked After & Leaving Care	13.58	7.38
Children's Resources	11.62	10.32
CWD AND CAMHS	4.44	9.24
Family Support & Protection	5.44	7.39
	10.26	8.45

	Reported Figure 17/18 (TH)	Q2 18/19 (TH)	London Average
Average Caseload	19.3	16	16
Rate of Turnover	25.4%	15.1%	16%
Agency SW's	49%	33.5%	27.7%
Staff Absence	4.1%	3.3%	2.1%

3.3 Social Work Academy

The creation of the Social Work Academy is also one of the key ways we are seeking to establish stability within our workforce and reduce staff turn-over. This will be the first programme of its type nationally to include a three-year NQSW (Newly Qualified Social Worker) Programme to ensure newly qualified social workers have a sustained wrap-around service as well as career mobility. The vision is to make Tower Hamlets an attractive place for professionals to seek and remain in employment.

The ultimate aim of the Academy is that it will cover both Children's and Adults Services, however learning from other local authorities who have attempted to launch in this way indicates that a phased approach is more likely to succeed. Following discussion at CLT a project team has been commissioned to oversee this work and a dedicated project officer has now been assigned. We have now formed a Social Work Academy Board, chaired by the Divisional Director of Children's Social Care, which will oversee the setting up of the Academy and ensure that the tight time-scales are adhered to.

The Social Work Academy is now live, with the majority of the first year cohort starting in October and November. Further, smaller intakes are due to start in January. The Academy will be officially launched at an event on 5th December 2018. The three strands of the Children's Workforce strategy and the impact on the permanent workforce are in the table below:

3 Pronged Recruitment Projection Snapshot						
		Year 0	Year 1	Year 2	Year 3	Activity Total
1	Hire Newly Qualified Social Workers (NQSW)		40	40	40	120
2	Convert Agency Workers to Permanent		6	4	2	12
3	Targeted recruitment of Experienced Social Workers		14	25	25	64
	Total Recruits		60	69	67	196
	Projected Annual Staff Turnover (15%)	50 (19%)	39 (15%)	39 (15%)	39 (15%)	167
	Net Recruits		21	30	28	79
	Total Vacancies (Total posts 262)	114	93	63	35	
	Total Vacancies in %	44%	35%	24%	13%	

3.4 Restorative Practice we have completed the first phase of engagement with staff and partners on a new model of social work practice following a decision to move away from the ‘signs of safety’ model, which had been poorly implemented. Restorative Practice has a strong international and national evidence base underlining its value.

A number of high performing local authorities in the UK have embedded the approach to best effect including Leeds, which became a good authority following an inadequate judgement, alongside other local authorities such as Wolverhampton & West Berkshire. The Task and Finish Group has now become a Steering Group, chaired by a Service Manager from within Children’s Social Care rather than an independent consultant, as was the case previously.

Following the “Big Restorative Practice Discussion” a rolling programme of training on the Restorative Practice model has continued throughout the summer, ten cohorts of training courses have been delivered, with approximately 216 staff trained across Children’s Social Care by the end of September. We begin a further round of training in October/Nov, and this round of training will now include partner agencies. This will ensure that the model has a multi-agency approach and that families can experience a consistent model of intervention and planning. Senior Leaders undertook their first training session on the 11th October 2018. It has been agreed for Leeds City Council to become one of our improvement partners. Arrangements are now in place for a visit to Leeds in February 2019.

3.5 Single Assessments

Single assessments are undertaken at the initial referral stage to gather information about a child and their family, to analyse and understand the needs of individual children to determine what services to provide and action to take.

The August 2018 monitoring visit highlighted that too many assessments of our “Looked After” children were not sufficiently up to date. This meant there was no up-to-date analysis of their needs, views and how the foster placement might support the young person towards the best possible outcomes.

At the time of the visit there were 186 Single Assessments that were over 12 months old, which was felt to be sufficiently out of date. Since that time we have updated all of these Single Assessments, as well as developing a tracking system for managers that now alerts them to future assessments. That will require updating so that we can remain on top of this process and ensure that all CLA young people now have a relevant assessment of their needs and how we plan to support them.

3.6 Permanency

New guidance on permanency decision making has been developed and issued to staff. Training on permanency has been delivered to staff by the Royal Holloway College. Work has also been undertaken to change workflows to ensure all permanency decisions are now endorsed via a reconfigured Permanence Panel. This has been followed up by audits and dip samples of cases in order to monitor the impact on practice. It’s clear from these audits

that planning for permanency and ensuring that decisions are taken concurrently require considerable more work in order for them to become fully embedded. This will mean continued focus on permanence within our future audit activities.

3.7 Initial Health Assessments

Every Looked After child must have an initial health assessment to understand their health /medical needs which is undertaken by a registered medical practitioner at the initial stage of coming into care, then at specified interval depending on the child's age.

We are working very closely with colleagues at Barts Health and the Clinical Commissioning Group to address this very important issue. At the point of the August Monitoring visit our performance was at 22%. In October and September our performance had improved to 50%. Although there is still some way to go with regard to improving this figure it is clear that performance is continuing to improve and the work has engendered some positive cross partnership working.

We have undertaken to ensure that paperwork is provided to colleagues at Barts Health in a much more timely fashion to ensure that they have as much time as possible to arrange and complete the Initial Health Assessment. We have amended some of our internal processes and ensured that all social workers, team managers and service managers are placing a high priority on ensuring this is done. This has resulted in paperwork being sent much more quickly and on many occasions within our four day target with performance continuing to improve. Early indications are that more children are having their health assessments within the 28 day timescale.

3.8 Audit Culture

Our quality assurance and audit programme was fully launched in August 2017 and we are continuing to use audit activity systematically to inform our improvement activity. Ofsted commented in their second monitoring visit that the use of audit was becoming more embedded although they felt that some improvement was needed in its effectiveness to support the improvement journey. In addition to the full audit schedule, dip sampling continues to take place to support the understanding of social work delivery for children.

In September we audited and moderated 35 cases, and in October we audited and moderated 30 cases. These cases will be provided to Ofsted inspectors in December so that they can randomly select a group of 15-20 cases to inspect.

In reviewing the audits and moderations, specific themes emerged- some good and some requiring improvement. The learning from both will support CSC in developing practice. In addition, re-training has been delivered to staff in order to support the QA process and help people understand what "good" looks like.

During the course of the improvement journey so far, there have been areas which have shown **considerable improvement**, though taking away that there is still more to do. Those areas include:

- The pre-proceedings episodes, tracked from the legal planning meeting, have significantly reduced and are within the minimum range of the Children Act guidelines (12 – 16 weeks).
- When partner agencies support the family plan prior to and during the PLO process the outcome for children has been the most positive.
- In regard to ongoing work: in only a few cases, partners failed to work together effectively.
- Management understanding and oversight is visibly recorded in case notes and reflective group supervision and 1:1 supervision is held regularly. Management oversight is now consistently recorded at between 95%-99%
- A child's diversity is explored and understood in most cases.
- There is clear evidence of sustained improvement around compliance to statutory time-scales and processes. The majority of Audits and Moderations in September 2018 focus on the quality of care plans and have assessed cases as 'does not meet good' where the plans are not SMART and outcome focused.
- The voice of the child and direct work, is evidenced in most cases audited.

It is evident that we have now seeing sustained good performance in relation to the frequency, timeliness of visits, assessments and reviews. The challenge within phase two of the improvement journey will be to build on the consistency and quality of direct practice and written work.

There are some areas which require further improvement:

- The use of chronologies varies and there is not always a consistent standard maintained. Where they are present, they are not always updated or complete. In practice this means that themes and patterns in the child's journey are not identified and this has a direct impact on the quality of assessments and planning.
- Both of the pre-birth cases that were audited this month indicated training needs for CLA managers and social workers around pre-birth assessments, planning and CP procedures
- Delays in permanency planning were also identified as a concern and the need to consider at an earlier stage in the child's journey long term permanent plans.
- Notifications to IROs of children who move placement are largely absent. This has meant there is a lack of challenge to operational teams where children move. The Group Manager for the service is already working on an automatic notification process to allow for IRO scrutiny to be improved.

The above findings were borne out by the recent Ofsted visit, where inspectors noted that case file audits are completed regularly but more work is needed to sustain the focus on the quality of practice and not just the process.

As part of embedding Quality Assurance at all levels, Ofsted recommended that we take forward "Practice Week", where senior leaders spend time with frontline social workers reviewing cases and shadowing their work with children and

families in order to better understand their day to day experience. Practice Week takes place on a quarterly cycle, with the Chief Executive and Corporate Director of Children's Services taking part, alongside the Mayor, lead member for Children's Services and lead Overview and Scrutiny member for Children's Services, the divisional director and the LSCB chair. This includes attending social work visits, meeting student social workers, spending time with social work teams and observing professional meetings about children. These observations are informing our improvement activity going forward. The next Practice Week will take place week commencing 19th November 2018, supported by the London Borough of Islington, and with a focus on the looked after children and leaving care service.

3.9 Remaining Challenges

Social Work Academy – Retention and reducing costs we are currently in the process of introducing new ASYE's into Teams and therefore are beginning to reduce the number of agency social workers. This will need to be undertaken with care.

Through Care Service Launch the Leaving Care service will move into Mulberry Place by mid-November 2018. A fresh round of consultation with staff and the Children In Care Council has also taken place. A task and finish group to plan transfer of cases are scheduled to commence in December 2018.

Preparation for the Ofsted re-inspection

As part of the new ILACS Inspection Framework, each local authority hosts an annual engagement meeting with senior officers from Ofsted. Our meeting will take place on the 20th November. We will present a summary of our current position in the form of three questions.

- What do you know about the quality and impact of social work practice in your local authority?
- How do you know it?
- What are your plans for the next 12 months to maintain or improve practice?

We are in the process of creating a presentation that will be delivered during the meeting.

Focus groups for Social Workers and Managers have been arranged which will be led by Sir Alan Wood on the 14th November, this will be reflected and fed back as part of staff engagement at the meeting.

We have reformatted the new improvement plan to take into account the fact that we are definitely going to be inspected under ILACS. The ILACS has different criteria so we are having to ensure that we are assessing ourselves against these updated outcomes. We have updated the draft plan to reflect this and have begun to process of updating the commentary and RAG ratings. The plan is to assess ourselves against the different headings, including identifying what data

we hold, both quantitative and qualitative to evidence this. We will use this to develop a higher level document, likely covering the three key areas of

- The experiences and progress of children who need help and protection
- The experiences and progress of children in care and care leavers
- The impact of leaders on social work practice with children and families

4. EQUALITIES IMPLICATIONS

- 4.1 Ensuring that we are providing good services to vulnerable children and their families will ensure that some of our most disadvantaged children are effectively supported to maximise their life chances.

5. OTHER STATUTORY IMPLICATIONS

- 5.1 Safeguarding children is a core focus of the improvement plan.
- 5.2 The Ofsted judgement rated our local safeguarding children board 'inadequate.' Work is underway to address this finding and improve the work of the board.
- 5.3 Work is ongoing to develop new safeguarding arrangements consistent with new regulations as set out in *Working Together 2018*.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 Significant additional resources have already been identified as part of the 2017 2020 MTFS; in particular total additional growth of £5.2m addressing pressure in a range of areas, most of which feature in the improvement plan.
- 6.2 Additional one-off investment funding via the Council's Transformation Reserve is being used to support the implementation of the Children's Services improvement plan. The estimated cost of this plan over 2 years is expected to be £4.2m (of which £1.9m was spent in 2017/18)
- 6.3 The level of one-off funding is based on a detailed assessment of the costs associated with the improvement plan and the improvements that will be achieved as a result of the investment have also been identified and are regularly monitored.

7. COMMENTS OF LEGAL SERVICES

- 7.1 The framework for Ofsted inspections of Children's Services is set out in sections 135-142 of the Education and Inspection Act 2006 ('the Act') and associated Employment and Education Act 2006 (Inspection of Local Authorities)

Regulations 2007 ('the Regulations'). Tower Hamlets was inspected in January 2017 under Ofsted's "Framework and evaluation schedule for the inspections of services for children in need of help and protection, children looked after and care leavers and Reviews of Local Safeguarding Children's Boards" ('the SIF'), which sets out a single assessment framework for assessing local authorities during inspections conducted under section 136 of the Act. Local authorities are graded outstanding, good, requires improvement or inadequate in each of the areas inspected.

- 7.2 Under Ofsted's "Framework, evaluation criteria and inspector guidance for the inspections of local authority children's services" introduced in November 2017 ("the ILACS, information held about each local authority is used to inform decisions about how best to inspect that authority. This sets out that Ofsted will usually re-inspect an inadequate local authority using the same framework under which they were judged inadequate. However, Ofsted may also take a decision to re-inspect under the ILACS framework.
- 7.3 Ofsted will inform inadequate authorities if they no longer plan to undertake monitoring visits meaning a re-inspection should take place within six months. If the outcome of the subsequent re-inspection is better than inadequate, that authority will then begin to follow the pathway for local authorities which either require improvement, or are graded good.
- 7.4 The recommendations that the Mayor in Cabinet should endorse the progress made in delivering the children's services improvement programme and agree the next steps in the improvement journey, are consistent with the Council's duty to secure continuous improvement in its functions. Failure to make the necessary improvements to children's services could result in the Secretary of State appointing a Children's Services Commissioner or removing service control from the Council.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- NONE

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE

Officer contact details for documents:

N/A