

LONDON BOROUGH OF TOWER HAMLETS

**MINUTES OF THE TOWER HAMLETS TRANSFORMATION AND IMPROVEMENT
BOARD**

HELD AT 6.10 P.M. ON TUESDAY, 26 MARCH 2019

**ROOM C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE
CRESCENT, LONDON E14 2BG**

Members Present:

Mayor John Biggs (Chair)	(Executive Mayor)
Councillor Asma Begum	(Deputy Mayor and Cabinet Member for Community Safety and Equalities)
Councillor Rachel Blake	(Deputy Mayor and Cabinet Member for Planning, Air Quality and Tackling Poverty)
Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Sir Steve Bullock	(External Representative - THBVIB)
Kate Herbert	(LGA Representative)
Will Tuckley	(Chief Executive)
Sharon Godman	(Divisional Director, Strategy, Policy and Performance)

Other Councillors Present:

Councillor Amina Ali	(Cabinet Member for Culture, Arts and Brexit)
Councillor Danny Hassell	(Cabinet Member for Children, Schools and Young People)
Councillor Denise Jones	(Cabinet Member for Adults, Health and Wellbeing)

Officers Present:

Daniel Kerr	– (Strategy and Policy Manager)
Shazia Hussain	– (Divisional Director, Customer Services)
David Jones	– (Interim Divisional Director, Adult Social Care)
Debbie Jones	– (Corporate Director, Children and Culture)
Denise Radley	– (Corporate Director, Health, Adults & Community)
Antonella Burgio	– (Democratic Services)

WELCOME

The Chair welcomed Kate Herbert of LGA who had been appointed to the Board as an external representative.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Abdal Ullah and Andrew Wood.

2. DECLARATIONS OF INTEREST

No declarations of disclosable pecuniary interests were made.

3. REVIEW OF MINUTES/ACTIONS AND MATTERS ARISING

The minutes of the meeting held on 18th December were approved as a correct record of proceedings.

4. CHILDREN'S SERVICES IMPROVEMENT- QUARTERLY PROGRESS REPORT

Councillor Hassell, Cabinet Member for Children, Schools and Young People introduced the report which informed the Board of progress in delivering the Children's Services improvement programmed and provided an overview of performance trends and performance indicators as at January 2019. He also informed the Board that there had been positive indicative feedback from Ofsted following its monitoring visit on 19 March 2019. The visit focused on Assessment and Intervention Teams and Family Support and Protection Services; and a letter with full findings would be issued by the end of the March.

The Board noted the following additional information:

- February monitoring data was consistent with that of the previous month.
- Ofsted indicated that good compliance was demonstrated however in order to achieve a 'good' rating a demonstrably greater focus on quality and service impact would be required. To this end audits which included service user input would be used in addition to measure progress.

During discussion, the Board made the following observations:

- Children's Services were not only monitored by the Board but there was scrutiny from other Member and officer bodies.
- The Ofsted intervention had facilitated learning and the improvement framework.

The following information was then provided in response to Members' questions:

- Concerning impacts of the speed of commissioning the Social Work Academy following the learning needs assessment in December 2018, Members were informed that this was updated with further survey work. Implementation of this new approach had seen a significant reduction in staff turnover. The new offer of development and support

had also made the service more attractive to more experienced social workers.

- The effects of the UK's departure from the European Union were slight although there would be more impact on commissioned services.
- Performance in regard to primary health checks of looked after children had improved significantly. However month on month data was variable because the number accessing the service was variable. The Board noted that dental checks were outside of the framework as these were delivered via NHS.
- The re-inspection was expected in June/July; however it could take place any time within six months of the final Ofsted monitoring visit.
- Concerning what initiatives have been adopted out of the 'peer support' sessions, the Board was informed that each peer support authority had been selected on the basis of specific expertise. The Council had collaborated with Leeds City Council around restorative practice, with Islington around early health intervention and with Bexley around quality and impact.
- Learning around audit and self-audit and its benefits around service improvement could be translated into other areas of Council business.
- Areas requiring continued focus were variability and consistency at the 'front door' of the service and also matters of community safety which impacted safeguarding.

RESOLVED

1. That the progress made in delivering the children's services improvement programme and the comments of the Board be noted.
2. That the next steps in the improvement journey as set out and which will be updated on in the next report be noted.

5. ADULT SOCIAL CARE IMPROVEMENT PROGRAMME

Councillor Denise Jones, Cabinet Member for Adults, Health and Wellbeing introduced the report summarising how the programme had originated, and achievements to-date.

The Interim Divisional Director, Adult Social Care gave a presentation outlining the following:

- Service improvement would be achieved by, improvements in workforce, culture, practice and stability, improve integration with NHS and improve the experience of users and carers.
- Service improvement would be facilitated by, refocus toward early intervention, improved safeguarding and reducing bureaucracy.
- The challenges that would need to be addressed to achieve the desired improvement.

Arising from the presentation, the Board noted the following additional information:

- Performance data and benchmarking data was used to identify the base line for the improvement programme.
- Measures of success incorporated qualitative as well as quantitative data.
- Issues around communications with partners (identified during a peer review in 2016) have been included in the improvement plan.
- A scheme of indicators to ensure and measure improvement had been developed.
- Achievement would be assessed against how the service helped service users achieve their goals.
- A permanent senior management team was now in post which had brought stability.
- Upgrade/Replacement of IT systems would be in two phases, the first would take place in late autumn 2019 and the second phase in early 2020. The Council intended to transition to Mosaic software as its social care database.
- The recently established Social Work Academy would provide career progression within the Council and enable cross-training of staff in linked areas such as Housing.

The Board considered ways in which this work could be progressed and enhanced and it was suggested that:

- Members might wish to participate in social workers' visits.
- Good practice from Children's Services be shared with ASC staff
- The ASC Service investigates effective methods to deliver its aims and channel available resources effectively. The Board noted that some Government funding streams would cease in the near future and the challenge that this would present.
- The ASC Service investigates how to deliver training in a culturally sensitive manner.

RESOLVED

1. That the report on the Adult Social Care Improvement Programme be noted.
2. That the comments of the Transformation and Improvement Board be noted.

6. CUSTOMER SERVICES TRANSFORMATION PLAN

Councillor Amina Ali, Cabinet Member for Culture, Arts and Brexit introduced the report. She summarised progress on the delivery of the Customer Access Transformation Programme to-date highlighting the drivers of this transformation plan and the Council's aim to achieve effective, efficient and excellent customer service through this.

The Divisional Director, Customer Services gave a presentation outlining:

- The customer service issues that the transformation plan would address and

- The approach that would be taken.
- The enhancements and efficiencies that the plan would deliver.
- How inclusion and the facility to resolve complex queries would be ensured.
- Timescales for delivery of the elements of the transformation programme.

Arising from the presentation, the Board noted the following additional information:

- To ensure that information was properly signposted, the webpages of services identified for Phase 1 would be revised to offer additional functionality and presented in plain English.
- The services which attracted the largest volumes of resident engagements had been included in Phase 1 of the transformation programme. These were Council Tax, Parking, Benefits, Registrars and Electoral Services.
- Challenges in regard to costs, culture and changing styles of access had been factored into delivery.

During discussion, the Board made the following observations:

- Elements which would deliver significant priorities should be prioritised in the available resources.
- The area of Customer Services was a panoramic indicator of the Council's improvement journey.
- The pace of progress had been concerted and consistent.

RESOLVED

That the report and discussion be noted.

7. TOWER HAMLETS IMPROVEMENT PLAN 2018-2022

The Board noted:

- That the recommendations of the LGA Peer Review have informed the Improvement Plan.
- The actions identified informed areas which would enable the Council to progress its improvement journey.
- The progress made on legacy elements relating to organisational change which originated in the Secretary of State's directions.

RESOLVED

That progress on the actions of the Tower Hamlets Improvement Plan be noted.

8. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

The meeting ended at 8.15 p.m.

Chair, Mayor John Biggs
Tower Hamlets Transformation and Improvement Board