

<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

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