



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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