

Recommendation		Action	Responsibility	Date	Monitoring	Key Deliverables
<p>Recommendation 1: The Council now needs to grasp opportunities and drive the pace of change to achieve the potential of the place</p> <p>Recommendation 2: Be forward looking and learn the lessons of the past but not be fettered by them</p>	1	<p>Work with partners to deliver the priorities and themes in the Tower Hamlets Plan, with a specific focus on: Public sector spend, Communication campaign for the borough Impact of Brexit</p>	<p>Sharon Godman Divisional Director Strategy, Policy and Performance</p>	Jul-19	Tower Hamlets Partnership Executive Group	<p>The Tower Hamlets Brexit Commission published its review into the impact of Brexit on LBTH in Feb 2019. The commission made 24 recommendations which the council is now developing an action plan for. The Council has been running a reassurance campaign to keep EU citizens informed about their rights under the EU Settlement Scheme. The ‘this is your home too’ campaign imagery continues to be displayed on poster sites across the borough and refuse vehicles and online promotion via social media channels. In January, using information and guidance provided by the Home Office, the GLA and NGOs, the Council launched an online Brexit Partnership Toolkit for residents. It includes information on the EU Settlement Scheme and on community cohesion. As 29 March approaches, and if no deal is still looking like a possible outcome, we will need to use it to push out wider reassurance messaging. The Council has also developed a Brexit Resource Hub for partner agencies bringing together information from a range of Government Departments in an accessible format including the Brexit Commission report and campaign materials. This has been shared widely with partner agencies.</p>
<p>Recommendation 1: The Council now needs to grasp opportunities and drive the pace of change to achieve the potential of</p>	2	<p>Deliver the Communications Strategy 2018/19 and work with partners to promote the borough, to tell a story about the</p>	<p>Andreas Christophorou Divisional Director of Communications and Marketing</p>	Apr-19		<p>We continue to deliver a range of campaign activity (20 external and 7 internal):</p> <p>Budget consultation – Your Borough Your Future.</p> <p>Engagement events: Four across TH</p> <p>Consultation survey: council’s website; commissioned telephone and face to face 1,100 residents and 500 businesses.</p> <p>Advertising: plasma screens; BT InLink sites; 6 sheet CIPs</p>

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<p>the place</p> <p>Recommendation 2: Be forward looking and learn the lessons of the past but not be fettered by them</p>		<p>council, build a digital communications network and improve the council's brand.</p>				<p>Website: specific 'microsite' area and webpages created. 8 page booklet: to 120,000 households. Internal: Yammer Live; news story; throw Social media: regular posts and banners. Fireworks and Season of Bangla Drama – integrated comms activity – press, social, marketing and internal. Love Your Neighbourhood: Big Clean Up 5 – organised 11 events between 2-8 October and promoted across all channels. Children's: Supported and promoted an early years summit, youth partnership summit and launch of the social work academy. 100 professionals and 70 parents attended.</p> <p>Lead a high profile positive communications campaign about the borough, to tackle negative perceptions and inner city stereotypes. This included:</p> <ul style="list-style-type: none"> -Place research commissioned and a report available in February. -Presentation of place narrative to Tower Hamlets Partnership and secured buy-in to place campaign. -Place campaign research part of chief executive roadshow in quarter three. -Communications strategy including place and council narratives promoted to staff through internal communications channels. -Thought leadership articles by staff in trade press.
<p>Recommendation 1: The Council now needs to grasp opportunities and</p>	3	<p>Deliver a communications plan for the new Town Hall, seeking</p>	<p>Andreas Christophorou Divisional Director of Communication</p>	Apr-22		<p>To support the communications of the Smarter Together narrative and the story of our move to the new Town Hall we have installed two lightboxes in our Town Hall reception area.</p>

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<p>drive the pace of change to achieve the potential of the place</p> <p>Recommendation 2: Be forward looking and learn the lessons of the past but not be fettered by them</p>		<p>opportunities to tell the council's story and establish Tower Hamlets as a dynamic place</p>	<p>s and Marketing</p>			<p>We have also utilised lift spaces and installed lift stickers across three of our main office sites which has helped to improve staff engagement.</p> <p>This has helped us to engage both residents and staff in the transformation of the council, and improve awareness of Smarter Together/Town Hall story internally and externally. The lift stickers promote how staff can find out more and get involved and also informed staff of the timeline in the move to our new Town Hall.</p>
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						Whitechapel market in anticipation of the launch of the new digital markets initiative at Whitechapel and will be extended to other markets.
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<p>Recommendation 1: The Council now needs to grasp opportunities and drive the pace of change to achieve the potential of the place</p> <p>Recommendation 2: Be forward looking and learn</p>	6	Regeneration Board to deliver the council's activity around regeneration and develop a coherent approach for regeneration across the borough.	<p>Ann Sutcliffe Acting Corporate Director for Place Tom McCourt Strategic Director for Place</p>	Mar-20	Regeneration Board	<p>The Board has been established for a considerable time now and has adopted an approach for regeneration within the Borough. A proposal for working up and fast tracking the necessary Delivery Plans is to be proposed in March. Recruitment will commence from 1st April 2019.</p>

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<p>Recommendation 1: The Council now needs to grasp opportunities and drive the pace of change to achieve the potential of the place</p> <p>Recommendation 2: Be forward looking and learn the lessons of the past but not be fettered by them</p>	7	<p>Develop a Growth and Economic Development Plan. Commence implementation of the High Streets and Town Centre Strategy. Develop an approach for the Visitor Economy</p>	<p>Ann Sutcliffe Acting Corporate Director for Place Vicky Clark Divisional Director, Growth & Economic Development, Employment and Enterprise</p>	<p>October 2019 March 2019 Deadline to be determined</p>	<p>Strategic Plan monitoring High Streets and Town Centre Working Group</p>	<p>The Growth and Economic Development Plan has been written and consultation has just closed. It will be considered at MAB on 6th March. The High Streets and Town Centre Strategy implementation is underway - live projects are being progressed while a detailed action plan is being developed for future projects. A Visitor Economy working group has been established.</p> <p>Some dimensions of the GED plan relate to established modes of operation and this work is progressing. Other aspects such as work with young people on careers education and New Business Growth require new models for delivery and these are being developed for pilot. Additional resource for some areas will be secured via the imminent GED restructure.</p>
<p>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.</p>	8	<p>Refreshed Internal Audit approach to be more strategic and risk focussed, ensuring that the focus of internal audit plans are risk based, targeted to areas of strategic importance and delivered using a</p>	<p>Steven Tinkler Head of Audit and Risk</p>	<p>Apr-19</p>		<p>This action has been delivered. The 2019/20 internal audit plan has been developed following full consultation with the Corporate Leadership Team and Divisional Directors. The plan has been further developed to take into full consideration the key strategic risks held both at a corporate and directorate level. In addition, the current audit activity has been revised in year to be more consultative to provide ongoing / embedded assurance to key projects and initiatives.</p>

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		more proactive rather than retrospective approach.				
<p>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.</p>	9	Introduce the new Local Community Fund and monitor the implementation		Apr-19	Grants Scrutiny Sub-Committee & Grants Determination Committee	<p>The draft prospectus for the LCF is due to be published shortly with the launch of the prospectus and the bidding process open mid-March. We are on target for the assessment process to be completed in the summer, awards made and services mobilised for 1 October 2019. The LCF programme has been co-designed with the voluntary and community sector from its inception at the end of 2017 through to the full draft prospectus of the programme. An evaluation of the process will give a more objective assessment but anecdotal evidence indicates that the VCS generally feels it was positively involved in the process and had the opportunity to shape both the high level framework for the programme as well as the detail.</p>
<p>Recommendation 4: Increase the pace of decision making and implementation by removing bad bureaucracy whilst retaining good governance</p>	10	Complete a review of the council's constitution to strengthen governance arrangements, improve accessibility and ensure it is user friendly.	Asmat Hussain Corporate Director for Governance	Oct-19	CLT General Purpose Committee	<p>The new Constitution is being prepared in four sections (Parts A – D). Part A was reviewed by General Purposes Committee in December 2018. Part B is being considered on 26 February 2019. Parts C and D will be considered in April 2019.</p> <p>The full Constitution will be considered by Council in May/July 2019.</p> <p>The project is currently on target</p>

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Recommendation 4: Increase the pace of decision making and implementation by removing bad bureaucracy whilst retaining good governance	11	Review the council's governance structure to provide clarity on the Scheme of Management and Key Decisions.	Asmat Hussain Corporate Director for Governance	Oct-19	CLT General Purpose Committee	<p>The Council's Corporate Schemes of Management was considered by CLT in Autumn 2018 and the final version is being presented on 5 March 2018.</p> <p>The agreed Scheme of Management will be combined into the Constitution review above to be agreed at Council in May/July 2019 and is currently on target.</p> <p>CLT on 5 March will be asked to designate Directorate Leads to work with legal services to update the directorate schemes of delegation.</p> <p>(Key Decisions are being considered as part of the Constitution review on line 10 above)</p>
Recommendation 4: Increase the pace of decision making and implementation by removing bad bureaucracy whilst retaining good governance	12	Undertake a council wide review of strategies and boards including partnership boards and groups.	Sharon Godman Divisional Director strategy, policy and performance	Apr-19	CLT Partnership Boards	<p>A review of council wide strategies and boards has been completed.</p> <p>Services across the organisation were engaged and 61 strategies were identified. Of the 61 strategies, 15 were statutory and 17 were from partnership boards. The aim now is to streamline this into 47 strategies to support service delivery and achieve the strategic plan.</p>
Recommendation 5: Address the barriers to sustainable change such as the over use of interims and	13	Establish a HR Policy Working Group to review existing and develop new policies and	Amanda Harcus Divisional Director of HR and Organisational Development	Jan-19	CLT	<p>Policy working group meets monthly with TU's and managers to discuss policy reviews and amendments.</p> <p>Grievance Policy completed. Draft Market supplement policy completed. Review of sickness and MoC policies underway.</p>

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agency staff, some of the practices of the Human Resources department and the problems with the ICT systems		procedures to ensure HR is at the forefront of delivering change.				
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	14	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 Children's Services	April 2020/21	Children's Services Improvement Board	<p>In Children's Social Care we have reduced our vacancy gap from 35% to 26%. We have converted 10 agency staff as well as recruiting 16 permanent social workers. We have recruited 35 NQSW and launched the SW Academy. Turnover has decreased to 11%. We are working this year on replicating some of this work for Adult Social Care.</p> <p>Workforce stability has improved (see turnover). Sickness levels are improved (greater resilience with a more stable workforce). Caseloads are close to or at target levels. Engagement levels are good.</p>

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<p>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</p>	15	<p>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.</p>	<p>Adrian Gorst Divisional Director IT</p>	Mar-20	<p>Frontline Services Board Digital Portfolio Board</p>	<p>Entire LBTH LAN network replaced and upgraded. Deployed secure, stable, fast WiFi to corporate and public users at 51 Council locations. Migrated 61 servers to the Azure cloud, including several high visibility business critical applications. Upgraded 27 locations network bandwidth to 100MB (from 10MB). Upgrade Antivirus on 1200 devices to eliminate lunch time scans. Removed 326 mailboxes and Enterprise Vault archives.</p> <p>Significantly increasing throughput speeds, reliability and stability of the network, re-establishing security and compliance. Enable modern flexible working and reduce use of paper that ties people to particular locations. Secure and sustainable storage and processing for our applications providing faster access to services now and secure remote access in the future. Improving access speeds to the network and removing legacy technology from the environment. Improve system speed, productivity and convenience for users. Freed up space to provide mailboxes for new users.</p>
<p>Recommendation 6: There needs to be an unrelenting focus on the previous areas of failure including Children's Services</p>	16	<p>Establish a cross party and public facing Transformation and Improvement Board to monitor the council's ongoing improvement activities.</p>	<p>Sharon Godman Divisional Director Strategy, Policy and Performance</p>	Dec-18		<p>The Transformation & Improvement Board was set up and met for the first time on 18th December 2018. The Board aims to support the council to be a modern and efficient organisation by delivering transformation and improvement that improves services and outcomes for local residents.</p> <ul style="list-style-type: none"> • The TIB's work programme will focus on a number of key improvement areas, this includes: • Ensure all outstanding actions from the BVIP are completed; • Provide oversight to the delivery of the LGA Corporate Peer

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						<p>Challenge and Planning Peer Challenge action plans;</p> <ul style="list-style-type: none"> • Review the performance and findings of the Regeneration Board, which is aiming to improve how the council benefits from growth and make better use of its infrastructure; • 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 operational effectiveness and progress 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.
<p>Recommendation 6: There needs to be an unrelenting focus on the previous areas of failure including Children’s Services</p>	17	<p>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</p>	<p>Debbie Jones Corporate director for Children’s Services</p>	Nov-19	Children’s Services Improvement Board	<p>Children’s Services Improvement continues to be given the highest priority both corporately and politically. The Children’s Services Improvement Board continues to meet every other month and there is strong engagement from senior corporate and political leaders as well across the wider partnership. The Operational Group also continues to meet on a monthly basis. This group has a detailed focus on the monthly performance report along with considering other operational issues that drive our improvement journey.</p> <p>The Mayor, Lead Member, Chief Executive continue to meet on a monthly basis as “the quad” and they are joined alternately by the chair of the Improvement Board to form the “Quintet”.</p>

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		<p>inspections, and regular meetings between the Mayor, Lead Member, Chief Executive and Corporate Director for Children's Services.</p>				<p>There continues to be regular contact with Ofsted including quarterly monitoring visits. Our most recent visit took place In December 2018 and focused on the provision for Looked after Children and Permanence arrangements. Preparations are well underway for our sixth and final visit which will focus once again on the front door and Family Support and Protection Teams.</p> <p>The Improvement Board has considered a number of important strategic issues such as health assessments for Looked after Children, Early Help and how the partnership is able to support the overall improvement journey. The Operational Group continues to provide robust challenge and drive improvement across the service. This meeting has become much more effective as time has progressed and there is a better understanding of the priority areas.</p> <p>Our most recent monitoring visit in December 2018 had a similar focus to the visit in August. The August visit was more challenging than our previous visits and highlighted a number of areas that we needed to focus on in order to improve our services for looked after children. It was very positive therefore that in the December visit, Ofsted highlighted significant improvement in this area. They also spent some time in our Leaving Care Service where they observed positive practice and examples of innovative and creative work with some of the most vulnerable young people in our care.</p>

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<p>Recommendation 6: There needs to be an unrelenting focus on the previous areas of failure including Children's Services</p>	18	<p>Develop and deliver a programme of service reviews which focus on improving operational effectiveness</p>	<p>Sharon Godman Divisional Director Strategy, Policy and Performance</p>	Apr-20	<p>Performance Improvement Board Transformation & Improvement Board</p>	<p>A programme of service reviews has been agreed for 2019/20. These reviews will focus on improving the pace and effectiveness of service delivery and will build on existing activity and transformation programmes. In 2019, reviews will cover areas of Markets, Community Safety, SEND and HR.</p>
<p>Recommendation 6: There needs to be an unrelenting focus on the previous areas of failure including Children's Services</p>	19	<p>Implement actions to address the recommendations of the LGA Planning Peer Review</p>	<p>Ann Sutcliffe Acting Corporate Director for Place</p>	Apr-20		<p>The Planning Peer Review (PPR) Final report was received in December 2018. The Planning Division has discussed the findings and recommendations as a whole Division through an extensive roll-out. A Working Group approach is now being established. An Action Plan has been drafted with the Corporate Director of Place. A series of actions are being planned to meet the recommendations. Many of the recommendations are beyond the remit of Planning. Their resolution is part of wider corporate activity.</p> <p>Action on all recommendations has been co-ordinated well and defined responsibilities are much clearer. As a Division Planning has taken forward the organisation of the response with the corporate director of Place and is now detailing resource demands and planning activity for 19-20 financial year. Work has commenced on some of the recommendations. The actions for Planning will be in the Divisional Plan.</p>

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Recommendation 7: Reform the services that are still traditional and paternalistic	20	Review 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.	Sharon Godman Divisional Director Strategy, Policy and Performance	Apr-20	Transformation & Improvement Board Crime & Anti-Social Behaviour Board Asset Management Working Group Regeneration Board	A programme of reviews has been scheduled into the Transformation & Improvement Board's 2019/20 work programme. These will be delivered on the following dates: June 2019: Cleaner Streets and our local environment September 2019: New vision for regeneration September 2019: Safer communities and ASB December 2019: Work and greater prosperity December 2019: Housing and capital delivery
Recommendation 7: Reform the services that are still traditional and paternalistic	21	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	Shazia Hussain Divisional Director for Customer Services	Apr-20	Transformation Board	<ul style="list-style-type: none"> • Capital improvements to the 5 Idea Stores configuration has commenced. • Furniture and IT requirements are in procurement • Testing for new digital products with the customer beginning • Online forms are in Digital Development – Parking Residents Parking and Scratch Cards have been prioritised. • Residents and Scratch cards in User testing • Registrars – Reviewed web pages. Stopford has been engaged to develop online forms. • Revised web pages launched. Online forms launch • Pest Control and Bulky Waste – Online application digital development at User Review stage. • Benefits and Council Tax– Web pages review. Webpages revised. Training and transition plan in progress. • Housing Options – Application in development

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		council's workforce has the right skills and resources to provide consistently excellent customer services.				
Recommendation 7: Reform the services that are still traditional and paternalistic	22	Deliver the Adult Social Care Improvement programme	Denise Radley Corporate Director for Health, Adults and Community	Apr-19		<p>The programme commenced in May 2017. The fortnightly Improvement Board meetings have been chaired by the Interim Divisional Director, Adult Social Care since June 2017. The main elements of the programme can be broken down into five themes</p> <ol style="list-style-type: none"> 1. <i>Leadership and governance</i> <ul style="list-style-type: none"> • Effective board meetings 2. <i>Performance and outcomes</i> <ul style="list-style-type: none"> • Safeguarding practice • Performance monitoring/reporting 3. <i>Commissioning and quality</i> <ul style="list-style-type: none"> • Support for carers • Take up of Direct Payments • Paperwork and processes • Address backlog (assessments /reviews /brokerage) • Day care provision • Mental Health (aftercare/older people) • Out of borough placements • Service standards 4. <i>National priorities and partnerships</i> <ul style="list-style-type: none"> • ASC Integrated vision 5. <i>Resources and workforce management</i> <ul style="list-style-type: none"> • Workforce Strategy/Workforce Plan • IT Resources • Recruitment Campaign • ASC Restructure • Supervision Framework • Practice Standards Folder • Staff Health Check

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						Reinstate Quality Assurance Framework • Social Work Practice Governance Board
Recommendation 8: Maximise the potential, ability and enthusiasm of all members	23	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	Apr-19	Standards Advisory Committee Audit committee	All Councillors have been invited to complete the PDP. The initial invites were sent in October and follow up requests in January. 36.6% of Councillors have completed and returned their PDP. 6.7% have attended a 1:1 meeting to discuss their personal development. More than 1/3 of the Councillors have actively contributed to the programme of L&D that is being developed for 2019/2020.
Recommendation 8: Maximise the potential, ability and enthusiasm of all members	24	Support the development of Councillors role at scrutiny through a range of initiatives.	Asmat Hussain Corporate Director for Governance Sharon Godman Divisional Director Strategy, Policy and Performance	Jul-19	Overview & Scrutiny Committee	Members have been supported through the delivery of formal and informal training. We have worked closely with the Centre for Public Scrutiny to provide training covering budget scrutiny, effective questioning, and children services. We have also consulted the Chair of of the independent Children's Safeguarding Board to develop Members understanding and ability to scrutinise children services.

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<p>Recommendation 9: Further break down silos and embed cross organisational working</p> <p>Recommendation 10: Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation</p>	25	<p>Organisational Culture Programme Board to drive behavioural and cultural change and improvement through the delivery of 6 work streams:</p> <ul style="list-style-type: none"> • Organisational culture change plan • Outcomes framework • Target Operating Model • Business intelligence strategy • Commissioning approach • Outcomes base budgeting 	Will Tuckley Chief Executive	<p>In place and ongoing</p> <p>January 2019</p> <p>December 2019</p> <p>December 2019</p> <p>April 2019</p> <p>March 2019</p>	Organisational Culture Programme Board	<p>In the last few months the Organisation & Culture programme has:</p> <p>Developed a new outcomes framework to underpin our strategic plan and drive our plans to become more outcomes focused.</p> <p>Developed a new Target Operating Model for the organisation to help us develop people, processes and structures that will help us meet the needs of the borough.</p> <p>Implemented a change plan to align organisational culture to the TOWER values. This has included improving communication and engagement of staff, better visibility of senior leaders and implementation of the TOWER behaviours framework.</p> <p>Agreed the strategy for improving business intelligence.</p> <p>Approximately 100 managers from across the council were engaged in the development of the outcomes framework and target operating model. Feedback has been positive on the target operating model, but more mixed on the outcomes framework- we have responded to this feedback by refining and developing the approach in preparation for publication in April.</p> <p>The achievement of IIP silver status in January 2019 provided positive evidence of the effectiveness of our organisational culture change plan.</p>
<p>Recommendation 9: Further break down silos and embed cross</p>	26	Improve collaborative working and integration with	Will Tuckley Chief Executive	Apr-23	Tower Hamlets Partnership Executive	The Partnership Executive Group is using an appreciative inquiry model to identify key successes and challenges within each of its priority areas. Partnership summits have been held to focus on improving priority areas of children and young

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<p>organisational working</p> <p>Recommendation 10: Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation</p>		<p>partners to drive improvements against the 4 priority areas of the Tower Hamlets Plan: A better deal for children and young people: aspiration, education and skills Good jobs and employment Strong, resilient and safe communities Better health and wellbeing</p>			Group	<p>people, early years and community safety. This provided the opportunity to consult with a wide range of stakeholders on key issues and collect valuable feedback and plot a path for further improvement. A further partnership summit focusing on good jobs and skills is currently being organised for the summer of 2019. Furthermore work is ongoing to work with the relevant partnership sub-boards to review key strategies and plans to ensure they are aligned to the delivery of the objectives of the Tower hamlets plan and will help to deliver this.</p>
<p>Recommendation 9: Further break down silos and embed cross organisational working</p> <p>Recommendation 10: Continue to promote, cascade and embed the behavioural and cultural change by</p>	27	<p>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.</p>	<p>Amanda Harcus Divisional Director of HR and Organisational Development</p>	Apr-19	<p>Organisation and Culture Programme Board Corporate Equalities Board CLT</p>	<p>Tower values have been built into current recruitment process and forms.</p>

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<p>Recommendation 9: Further break down silos and embed cross organisational working</p> <p>Recommendation 10: Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation</p>	28	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	<ul style="list-style-type: none"> • The Council was assessed in December 2018 and awarded the Silver level. 7 Indicators met at ‘Established’ level and 2 at ‘Developed’ • Silver accreditation has been achieved by 15% of IIP organisations • An action plan is being developed to increase the consistency at all levels across the Council and achieve developed in all indicators • Plans will be developed against the Gold Standard in time for the next inspection
<p>Recommendation 9: Further break down silos and embed cross organisational working</p>	29	Improve the council’s training and development offer through centralising Learning & Development and	Amanda Harcus Divisional Director of HR and Organisational Development	Apr-19	Corporate Equalities Board CLT Organisation and Culture Programme Board	The budget is bring centralised a paper went to CLT last week and £80 per head was agreed to fund corporate training provision during 19/20 with a review built in to understand if this is sufficient. A good range of courses and provision is available. Induction offer has improved.

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<p>Recommendation 10: Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation</p>		<p>using the apprenticeship levy to upskill staff</p>				
<p>Recommendation 9: Further break down silos and embed cross organisational working</p> <p>Recommendation 10: Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation</p>	30	<p>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.</p>	<p>Andreas Christophorou Divisional Director of Communications and Marketing</p>	Apr-19	<p>Smarter Together Programme Board</p>	<p>We introduced Yammerlive with CLT sessions in October. The sessions are an opportunity for staff to ask a member of CLT any questions they may have. To date we have held three successful Yammerlive with CLT sessions. On Yammer, Since the last quarter 334 staff members have joined bringing the total to 1,215 with 1038 members active. There are 143 groups active and 756 posted messages, with a reach of 48,508 who read the messages.</p> <p>We continue to promote the ‘compliment a colleague’ scheme, which recognises staff who have gone the extra mile and creates a constructive culture of positive recognition. In November 2018 we updated the compliment a colleague process, so that everyone who is complimented receives a direct notification via email. We have received 410 compliments through the Compliment a Colleague scheme to date and received positive feedback from the introduction of alerts.</p> <p>We introduced the Smarter Together POD sessions in September. To date we have held around 5 sessions. The</p>

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						Smarter Together POD's so far have focused on various topics from staff travel, commercialisation to outcomes and digital technology. The Smarter Together POD sessions have been successful and there have been around 500 staff engaged in total through the sessions.
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.	31	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 Corporate Director, Resources	Mar-20	Cabinet	Implementation due end of April 19.
Recommendation 11: Maximise the advantages of the Council's financial standing whilst instilling more robust financial discipline and	32	To strengthen the organisation's financial discipline in terms of the delivery of savings targets and balanced budgets, with a	Neville Murton Corporate Director, Resources	Mar-20	Cabinet	Cultural change underway with a new structure currently being implemented. A financial system upgrade with additional reporting functionality that will support stronger discipline and self-service along with a revision to the financial regulations. 19/20 budgets to be signed off by each budget manager to ensure accountability is understood and clear at the outset.

Recommendation		Action	Responsibility	Date	Monitoring	Key Deliverables
delivery of efficiency and value for money.		focus on budget holders accountability.				Financial training during May 19 will strengthen the discipline needed.
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 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 Corporate Director, Resources	Mar-20		<p>Implemented with each month monitoring of the delivery becoming more and more robust and accurate.</p> <p>A working group has been in place for a number of months to strengthen the forecast and focus on embedding the revised governance arrangements.</p>