

Transformation and Improvement Board Updates – June 2019

Recommendation	No	Action	Responsibility	Date	Monitoring	RAG Status	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	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	Sharon Godman Divisional Director Strategy, Policy and Performance	Jul-19	Tower Hamlets Partnership Executive Group	Amber	<p>Brexit Commission</p> <p>After the launch of the Brexit Commission’s report, the Partnership Executive Group agreed to create a partner-led Brexit Action Group, tasked with identifying actions to deliver the recommendations of the Commission. The group is currently consulting with the council and its partners to developing an action plan in anticipation of Brexit.</p> <p>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. The Council launched an online Brexit Partnership Toolkit for residents. It includes information on the EU Settlement Scheme and on</p>

Transformation and Improvement Board Updates – June 2019

							<p>community cohesion</p> <p>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>Communication Campaign:</p> <p>The Council launched a survey with staff to understand their views and experiences of visiting, working or living in Tower Hamlets. The findings of the survey will inform an evidence base for the priorities of the Communications Campaign. The long-term ambition of the campaign is to achieve a coordinated approach that supports each organisation in the Tower Hamlets Partnership to promote the borough.</p>
--	--	--	--	--	--	--	--

Transformation and Improvement Board Updates – June 2019

							<p>Public Sector Spend Analysis:</p> <p>The Partnership agreed to pilot a public sector spend analysis of ESOL provision in the borough. This piece of work was delayed due to changes in the Council and will progress again by identifying the best course of action that complements existing work that has taken place to map ESOL provision in the borough.</p>
<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>	2	<p>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.</p>	<p>Andreas Christophorou Divisional Director of Communications and Marketing</p>	Apr-19		<p>Green</p>	<p>Campaigns:</p> <p>18 gold and silver campaigns with multi-channelled communications plans based on the OASIS model have been developed and delivered across the year. Two campaigns, including our long-term place campaign, are in the research and development stage and will be carrying over into the next financial year. The new communications strategy shows which other campaigns, with updates and potential new approaches, will be continuing into 2019/20.</p> <p>Seven entries for external campaigns and communications activity were shortlisted for awards this year - with one highly commended and two wins from the LGC, Comms 2.0 and PRCA.</p>

Transformation and Improvement Board Updates – June 2019

							<p>Green</p> <p>A key highlight for the last quarter is our ‘this is your home too’ campaign for the Brexit Commission that is being carried on refuse vehicles, community information panels and screens in council buildings. The approach has attracted widespread attention and praise from the local government sector and residents.</p> <p>Media: Across the last year, we have generated over 4,114 pieces of print, broadcast and online coverage. 51.9 per cent of this was positive, 39.6 per cent neutral, and 6.3 per cent negative.</p> <p>Website: Overall visits to the website have increased by close to one third from the same period last year. Statistics show the changes to the homepage layout made at the end of quarter three helps visitors get to transactions quicker. We now have 20,393 registered users on the Firmstep platform, an increase of 11 per cent from the previous quarter. The number of forms completed online this</p>
--	--	--	--	--	--	--	---

Transformation and Improvement Board Updates – June 2019

						Green	<p>quarter saved the council £130,524 compared to face-to-face, based on SOCITM figures.</p> <p>Social media: We have made positive improvements to our social media content this year, focusing on a more strategic approach and high quality content. This has resulted in a 28.8 per cent audience increase over the year. Instagram performed particularly well with a 70.6 per cent increase in followers. Orlo, our social media management tool was brought in at the end of quarter three, and is helping us identify the most effective usage of social media for campaigns, as well as improving our two-way conversations with residents on a range of issues.</p> <p>E-newsletters: Over the course of the year we have increased subscribers to our residents' e-newsletter by 115 per cent. This strong growth has been achieved through a concerted effort to drive engagement across all communications channels in the final two quarters of the year. The significant uplift means we have</p>
--	--	--	--	--	--	--------------	---

Transformation and Improvement Board Updates – June 2019

						<p>exceeded our annual target while maintaining engagement with our readers. Our open and click rates for the year averaged at 52 per cent and 12 per cent respectively. These continue to be substantially better than local authority benchmarks and are trending upwards.</p> <p>Brand refresh: The last quarter saw initial work beginning on the visual brand refresh, kicking off with the research process. We carried out a workshop with CLT members, individual interviews with the chief executive, the mayor, and a selection of divisional directors. We also ran two branding focus groups with partnership organisations and service users. The draft report was delivered to the team for review at the end of March.</p> <p>Internal: The highlight of the last quarter is the achievement of the council retaining the Investors in People (IiP) Silver Standard in January 2019. We also worked closely with HR to hold our annual</p>
--	--	--	--	--	--	---

Transformation and Improvement Board Updates – June 2019

							staff awards and conference in March where we launched our volunteering scheme. The event was well received, with around 500 staff in attendance. The Customer Service Promise launch will continue throughout the year supporting our external Go Online campaign.
<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>	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	Apr-22		Green	<p>To further support the communications of the Smarter Together narrative and the story of our move to the new Town Hall we are in the process of installing lightboxes in our other main sites: Albert Jacobs House and John Onslow House.</p> <p>This will help us to continue to engage staff in the transformation of the council, and improve awareness of Smarter Together/Town Hall story internally.</p>
<p>Recommendation 1: The Council now needs to grasp opportunities and drive the pace of</p>	4	Deliver the Smarter Together Transformation Programme services with a focus on improving frontline services,	Will Tuckley Chief Executive	Apr-22	Transformation Board		<p>Since the last update, the following progress has been made:</p> <p>We have developed the first iteration of an eligibility checker for new residents parking permits.</p>

Transformation and Improvement Board Updates – June 2019

<p>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>support services, organisational culture and the council's digital capacity.</p>				<p>Amber</p>	<p>Business Support Consultation has now closed. ICT Centralisation – 17 staff transferred to IT management on 1st April. Community Equipment Service- The new delivery model has gone live and early life support is in place Supporting Independence – Shared Lives launched as per plan. CRM - RFQ process for the longer term full CRM solution has started whilst tender for the supply & implementation of a tactical solution for the Contact Centre has begun Outcomes framework (part of strategic plan) agreed at CLT/ Cabinet Outcomes based budget process agreed Phase 1 of social work academy completed</p>
<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>5</p>	<p>Undertake a strategic review of assets and refresh the current approach to optimise how assets (council and borough) are used to benefit strategic priorities</p>	<p>Ann Sutcliffe Corporate Director for Place</p>	<p>Mar-20</p>	<p>Asset Management Working Group</p>	<p>Amber</p>	<p>The external consultant has been instructed to supplement the internal team to help deliver the project. To-date the overarching project governance has been approved and the project plan developed to support the delivery of the key work strands.</p>

Transformation and Improvement Board Updates – June 2019

<p>Recommendation 2: Be forward looking and learn the lessons of the past but not be fettered by them</p>							<p>For Strand A (Asset Challenges) - Asset Challenges have taken place with the Children’s Services Directorate to review their existing property portfolio and to discuss their requirements. The team are now in the process of rolling this out to all other directorates in due course.</p> <p>For Strand B (Asset Optimisation)</p> <p>The first opportunities were presented to the Mayor for noting and support in mid- March. These opportunities related to the Shadwell Centre (455, The Highway) and the Brady Centre (Hanbury Street). Others are being worked on and will be reported in due course.</p> <p>Strand C (Income Generation) there have been initial engagement regarding additional advertising hoarding opportunities and dialogue will continue.</p> <p>Strand D (Operational Estate Running costs) - the cost of facilities services for the Council’s core property estate will be</p>
--	--	--	--	--	--	--	--

Transformation and Improvement Board Updates – June 2019

							clearly baselined and opportunities to find efficiencies will be developed and reviewed.
<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>	6	Regeneration Board to deliver the council's activity around regeneration and develop a coherent approach for regeneration across the borough.	Ann Sutcliffe Corporate Director for Place	Mar-20	Regeneration Board	Amber	<p>The Board has been established for a considerable time now and has adopted an approach for regeneration within the Borough.</p> <p>April Update</p> <p>Regeneration Delivery Plan:</p> <p>Inner circle Consulting were commissioned to prepare the Regeneration Delivery Plan working closely with officers from across service areas. Draft Delivery Plan will be ready in May for comments from the Board.</p> <p>Recruitment</p> <p>Head of Regeneration, Regeneration Manager, Regeneration Project Manager (2 positions) have been appointed. Second Regeneration Manager post will be advertised internally and interviews will take place in May 2019.</p>

Transformation and Improvement Board Updates – June 2019

							<p>Area Boards</p> <p>In addition to Regeneration Board, it has been agreed to set up four area boards to reflect the four growth areas identified in the Local Plan: Isle of Dogs and South Poplar(IoDSP), City Fringe, Lower Lea Valley and Central Area. The Area Board meetings will be quarterly and will form the second part of the Regeneration Board meeting.</p> <p>The first IoDSP meeting took place on the 22nd March and draft terms of reference agreed with GLA and TfL. Lower Lea Valley Area Board will be the next one followed by City Fringe and the Central Area.</p>
<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</p>	7	<p>Develop a Growth and Economic Development Plan. Commence implementation of the High Streets and Town Centre Strategy.</p> <p>Develop an approach for the</p>	<p>Ann Sutcliffe Corporate Director for Place</p> <p>Vicky Clark Divisional Director, Growth & Economic Development,</p>	<p>October 2019 March 2020 Deadline to be determined</p>	<p>Strategic Plan monitoring High Streets and Town Centre Working Group</p>	Amber	<p>The Growth and Economic Development Plan has been approved at Cabinet on the 24th April.</p> <p>. 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</p>

Transformation and Improvement Board Updates – June 2019

<p>2: Be forward looking and learn the lessons of the past but not be fettered by them</p>		<p>Visitor Economy</p>	<p>Employment and Enterprise</p>				<p>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 Pilot projects on careers education work are nearing their conclusion and will be discussed at the upcoming Growth and Economic Development Summit. The GED Restructure Consultation has now been concluded and recruitment to the new structure has commenced. This will secure additional resource to deliver the business growth agenda.</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</p>	<p>8</p>	<p>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</p>	<p>Steven Tinkler Head of Audit and Risk</p>	<p>Apr-19</p>		<p>Green</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</p>

Transformation and Improvement Board Updates – June 2019

managing this.		approach.					projects and initiatives.
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.	9	Introduce the new Local Community Fund and monitor the implementation	David Freeman Voluntary and Community Sector Strategy Manager	Apr-19	Grants Scrutiny Sub-Committee & Grants Determination Committee	Green	The LCF was launched on 25 th March with an eight week bidding period ending Friday 17 th May. Training and support has been offered with five sessions run in house and fourteen run by THCVS. Over 100 organisations engaged in the sessions run by the council. As of 29 th April a similar number had engaged with THCVS half way through its programme. The East End Community Foundation has been engaged to provide independent technical assessment of the LCF bids. As of 29 th April over 100 organisations had begun to complete bids to the LCF.
Recommendation 4: Increase the pace of decision making and implementation by removing bad bureaucracy whilst retaining good governance	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	Amber	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 were first considered on 3 April 2019. General Purposes Committee will review a full version of the Constitution on 25 June 2019. The full Constitution will be

Transformation and Improvement Board Updates – June 2019

							considered by Council in-July 2019.
							The project is currently on target
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	Amber	<p>The Council's Corporate Schemes of Management was considered by CLT in Autumn 2018 and the final version was 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 July 2019 and is currently on target.</p> <p>CLT on 5 March were 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	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>Strategy review completed with a more focus on delivery of council's priorities.</p> <p>Board reviews have been completed and there remains ongoing discussion with internal and external stakeholders</p>

Transformation and Improvement Board Updates – June 2019

governance						Green	Update provided in March 2019 as below: 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.
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	13	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	Jan-19	CLT	Green	<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 current sickness and MoC policies underway.</p>
Recommendation 5: Address the barriers to sustainable change such as the over use of	14	Increase the number of permanent staff in Adults and Children's Social Care and other	Amanda Harcus Divisional Director of HR and Organisational	April 2020/21	Children's Services Improvement Board		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

Transformation and Improvement Board Updates – June 2019

<p>interims and agency staff, some of the practices of the Human Resources department and the problems with the ICT systems</p>		<p>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.</p>	<p>Development Denise Radley Corporate Director for Health, Adults and Community Debbie Jones Corporate director for Children's Services</p>			<p>Amber</p>	<p>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 slightly (greater resilience with a more stable workforce). Caseloads are close to or at target levels. Engagement levels are good.</p> <p>We are stretching our recruitment targets for 2019 & 2020 to fill our permanent vacancies.</p> <p>We are setting SLA's for the Resourcing Team and social care managers to improve recruitment timescales.</p> <p>We are contributing to the development of the national social work apprenticeship scheme and exploring how we can encourage existing employees to join the scheme when it is launched later this year/early next year.</p>
<p>Recommendation</p>	<p>15</p>	<p>Improve the IT</p>	<p>Adrian Gorst</p>	<p>Mar-20</p>	<p>Frontline Services</p>		<p>Entire LBTH LAN network</p>

Transformation and Improvement Board Updates – June 2019

<p>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>		<p>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>Divisional Director IT</p>		<p>Board Digital Portfolio Board</p>	<p>Amber</p>	<p>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</p>
---	--	---	-------------------------------	--	--------------------------------------	---------------------	---

Transformation and Improvement Board Updates – June 2019

							system speed, productivity and convenience for users. Freed up space to provide mailboxes for new users.
Recommendation 6: There needs to be an unrelenting focus on the previous areas of failure including Children's Services	16	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	Dec-18		Green	<p>Action Completed</p> <p>Update given in March 2019 as follows: 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 Challenge and Planning Peer Challenge action plans; • 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

Transformation and Improvement Board Updates – June 2019

							<p>to the Adult Social Care and Children Social Care improvement programmes and ensure these highly critical services are making the required progress;</p> <ul style="list-style-type: none"> • 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 inspections, and</p>	<p>Debbie Jones Corporate director for Children’s Services</p>	Nov-19	Children’s Services Improvement Board	<p style="text-align: center;">Amber</p>	<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</p>

Transformation and Improvement Board Updates – June 2019

		<p>regular meetings between the Mayor, Lead Member, Chief Executive and Corporate Director for Children's Services.</p>					<p>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> <p>There continues to be regular contact with Ofsted including quarterly monitoring visits. Our most recent visit took place In March 2019 which was the final visit prior to our re-inspection. This visit focused on the front door and the Family Support and Protection Teams. The visit was positive with Ofsted highlighting a continued trajectory of improvement. They provided a number of areas for us to focus on in the lead up to the re-inspection. This will take place any time within the next six months; however we expect this to take place prior to the summer holidays.</p> <p>The Improvement Board continues to provide robust oversight and challenge to the improvement journey. Recently there has been a focus on the</p>
--	--	---	--	--	--	--	--

Transformation and Improvement Board Updates – June 2019

							<p>Early Help offer and new Through-Care Service. The Operational Group continues to provide robust challenge and drive improvement across the service.</p> <p>We also hosted colleagues from the LB Bexley in April 2019 for a "Learning and Improvement Visit". This was requested by the Department for Education and a draft report is being finalised.</p>
<p>Recommendation 6: There needs to be an unrelenting focus on the previous areas of failure including Children's Services</p>	18	Develop and deliver a programme of service reviews which focus on improving operational effectiveness	<p>Sharon Godman Divisional Director Strategy, Policy and Performance</p>	Apr-20	Performance Improvement Board Transformation & Improvement Board	Amber	<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>The Council has been reviewing how to strengthen local democracy in Tower Hamlets. A Task and Finish group was established and received evidence from a variety of internal and external stakeholders.</p> <p>A Framework has now been developed to support Councillors which will be presented to General Purposes Committee in</p>

Transformation and Improvement Board Updates – June 2019

						June 2019	
Recommendation 6: There needs to be an unrelenting focus on the previous areas of failure including Children's Services	19	Implement actions to address the recommendations of the LGA Planning Peer Review	Ann Sutcliffe Corporate Director for Place	Apr-20		Amber	<p>April Response:</p> <p>An Action Plan has been drafted with the Corporate Director of Place and work has commenced on recommendations 3, 5, 6, 7, 8, 14, 15, 16, 17 and 18. Progress on Planning specific recommendations will tracked in the Divisional Plan.</p>
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	Amber	<p>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:</p> <p>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</p>
Recommendation 7: Reform the services that are still traditional and	21	Deliver the Customer Services Transformation Programme to	Shazia Hussain Divisional Director for Customer	Apr-20	Transformation Board		<p>Phase 1 of the Improvement programme for delivery by the end of May is on target. This includes:</p>

Transformation and Improvement Board Updates – June 2019

paternalistic		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.	Services			Amber	<p>Online transactions for high demand services including – Benefits, Pest control, Parking, Housing options, Registrar's, bulky waste</p> <p>Moving to a single number for the council has been completed</p> <p>Specification for the Customer Relations Management system completed so a system can be procured</p> <p>Products have been tested and are at a soft launch stage</p> <p>Phase 2 about to commence.</p>
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		Green	<p>The Adult Social Care Improvement programme commenced in May 2017, with the fortnightly Improvement Board meetings have been chaired by the Interim Divisional Director for Adult Social Care.</p> <p>The three main aims of the programme and key outcomes can be summarised as follows:</p> <p>1) <u>Improving the culture, practice</u></p>

Transformation and Improvement Board Updates – June 2019

						<p><u>and stability of the adult social care workforce:</u> a range of actions that have been carried out to improve this. These actions include bureaucracy busting initiatives, recruitment campaigns and a renewed focus on safeguarding and strength-based practice. The positive impact of these actions can be seen in our reduced use of agency staff, audit results, in staff feedback and in feedback from external experts.</p> <p><u>2) Improving integration of health and adult social care:</u> The ASC Improvement programme oversaw a restructure of operational adult social care teams in 2018, so that teams are now split into four localities that are aligned with community health teams and that bring together Social Workers and Occupational Therapists. The positive way this was managed was particularly highlighted in a recent 'Investors in People' assessment of the local authority who commented that "The Adults Social Care [restructure] ...demonstrates what can be achieved when restructure is done with emotional intelligence, open communication and staff involvement". Additionally, the</p>
--	--	--	--	--	--	---

Transformation and Improvement Board Updates – June 2019

						<p>improvement programme helped to develop an initial assessment team, with strong links to health partners.</p> <p><u>3) Improving the experience of adult social care users and carer:</u> The 'end result' of the improvement work is to better use our resources to improve the experience of adult social care users and carers. In a practical sense this has seen reductions in waiting times and improved interactions with staff. 77% of service users say they "receive respectful, considerate care from social care staff" which is up 2 from last year. 93% SU say "social care helps to improve their quality of life – higher than London average.</p> <p>The improvement programme has now come to an end, however many of the outstanding complex, longer term challenges will be picked up through a new, ongoing ASC quality assurance board. These challenges are centred on culture change, recruitment, data quality and improving information and advice.</p>
Recommendation	23	Build on the	Asmat Hussain Corporate	Apr-19	Standards Advisory	<p>All Councillors were invited to complete a PDP. Officers were</p>

Transformation and Improvement Board Updates – June 2019

<p>8: Maximise the potential, ability and enthusiasm of all members</p>		<p>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.</p>	<p>Director for Governance</p>		<p>Committee Audit committee</p>	<p style="text-align: center;">Amber</p>	<p>proactive in pursuing completed PDR's and only 36.6% have completed and returned their plan. 6.7% councillors attended a 1:1 meeting to discuss their personal development. More than 1/3 of the Councillors (is this all Cllrs or those that completed the form) have actively contributed to the programme of L&D that is being developed for 2019/2020</p>
<p>Recommendation 8: Maximise the potential, ability and enthusiasm of all members</p>	<p>24</p>	<p>Support the development of Councillors role at scrutiny through a range of initiatives.</p>	<p>Asmat Hussain Corporate Director for Governance</p> <p>Sharon Godman Divisional Director Strategy, Policy and Performance</p>	<p>Jul-19</p>	<p>Overview & Scrutiny Committee</p>	<p style="text-align: center;">Amber</p>	<p>A scrutiny workshop was held with the members of the Overview and Scrutiny Committee in March to review the effectiveness of scrutiny in the Council. The workshop also considered the role of Members and how they can be better supported to perform their scrutiny role. Following this workshop, proposals were put forward by the Committee to make scrutiny more robust, dynamic and aligned better to Council priorities.</p> <p>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,</p>

Transformation and Improvement Board Updates – June 2019

							effective questioning, and children services. We have also consulted the Chair of the independent Children’s Safeguarding Board to develop Members understanding and ability to scrutinise children services.
<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>Organisation & Culture Programme Board to drive behavioural and cultural change and improvement through the delivery of 6 work streams:</p> <ol style="list-style-type: none"> 1. Organisational culture change plan 2. Outcomes framework 3. Target Operating Model 4. Business intelligence strategy 5. Commissioning 	Will Tuckley Chief Executive	<p>In place and ongoing January 2019</p> <p>December 2019</p>	Organisational Culture Programme Board	Amber	<p>Since January:</p> <p>The Target Operating Model (TOM) has been finalised and was signed off by CLT in February. A communications plan is now being implemented to ensure that staff understand how new ways of working will affect them</p> <p>The outcomes framework is largely finalised and has formed our new strategic plan. The processes for delivery are now being mobilised.</p> <p>Work on outcomes based budgeting is well underway- the framework has been agreed and the analysis to inform the process has started</p> <p>A detailed plan is in place for implementation of our corporate intelligence strategy which will</p>

Transformation and Improvement Board Updates – June 2019

		<p>approach</p> <p>6. Outcomes base budgeting</p>					<p>include the creation of a corporate intelligence hub, improving the use of data to inform strategic planning and delivery</p> <p>Work has started to put in place a corporate approach to commissioning</p> <p>An action plan has been agreed to respond to feedback from the staff survey and liP assessment</p> <p>Over the next quarter, we will continue mobilisation of the outcomes framework, refining our approach as we learn, start work to develop the corporate intelligence hub and complete analysis and budget proposals for the first year of our new outcomes based budgeting approach.</p>
<p>Recommendation 9: Further break down silos and embed cross organisational working</p>	26	<p>Improve collaborative working and integration with partners to drive improvements against the 4 priority areas of the</p>	<p>Will Tuckley Chief Executive</p>	Apr-23	<p>Tower Hamlets Partnership Executive Group</p>	<p>Amber</p>	<p>In March, the Partnership Executive Group held an Appreciative Inquiry on the <i>good jobs and employment</i> theme of the Tower Hamlets Plan. The Appreciative Inquiry has helped to inform the planning of the June Partnership Summit, which will</p>

Transformation and Improvement Board Updates – June 2019

<p>Recommendation 10: Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation</p>		<p>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>					<p>focus on the Council (and partners)'s relationship with the business community.</p> <p>In May, the Partnership Executive Group held an Appreciative Inquiry on <i>better health and wellbeing</i> theme of the Plan, focussing on social isolation and loneliness.</p> <p>In June, the Partnership Board (comprising of the PEG, Cabinet and CLT) will meet to reflect on the progress made across partnerships over the last year and identify the priorities for the following twelve months.</p> <p>In September, the Partnership Executive Group will hold an Appreciative Inquiry on the final theme of the Tower Hamlets Plan: <i>Strong, resilient and safe communities</i>.</p> <p>The Council is on track to deliver the two Partnership Summits in its first year, as identified when the Tower Hamlets Plan was published in July 2018. These were Children & Young People Summit and Jobs & Skills</p>
--	--	--	--	--	--	--	---

Transformation and Improvement Board Updates – June 2019

							Summit Furthermore the Council delivered on the summit transport planning on business engagement
<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>	27	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	Apr-19	Organisation and Culture Programme Board Corporate Equalities Board CLT	Green	<p>Tower values have been built into current recruitment process and forms.</p> <p>2019/2020 Tower Behaviours are embedded into the PDR to enable two way conversations between managers and their staff.</p> <p>CMI (Chartered institute of management) level 3 and level 5 programmes are available for managers, we work with ELBA on a senior mentoring scheme utilising private sector mentors.</p>
<p>Recommendation 9: Further break down silos and embed cross organisational working</p> <p>Recommendation 10: Continue to</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	Amanda Harcus Divisional Director of HR and Organisational Development	Silver – December 2018 Gold - 2022	Organisation and Culture Programme Board, Corporate Equalities Board	Amber	<p>The Council was assessed in December 2018 and awarded the Silver level. 7 Indicators met at 'Established' level and 2 at 'Developed'</p> <ul style="list-style-type: none"> • Silver accreditation has been achieved by 15% of IIP organisations • An action plan has been agreed at Organisation Culture

Transformation and Improvement Board Updates – June 2019

promote, cascade and embed the behavioural and cultural change by engaging the whole organisation		rating at the inspection in December and has set itself an ambitious target to attain Gold by 2022.					<p>Programme Board 15th April.</p> <p>liP assessor to visit by December 2019 to review progress against the action plan.</p> <p>Plans will be developed against the Gold Standard during 1st quarter of 2019 to enable a plan to achieve by 2022.</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>	29	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	Apr-19	Corporate Equalities Board, CLT Organisation and Culture Programme Board	Green	<p>The budget is being centralised a paper went to CLT 19/02/2019 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.</p> <p>There are 8 Council wide Apprenticeship courses running for staff.</p>
Recommendation 9: Further break down silos and embed cross organisational working	30	Encourage behavioural change, recognise staff achievements and engage staff through innovative	Andreas Christophorou Divisional Director of Communications and Marketing	Apr-19	Smarter Together Programme Board		<p>We improved our Managers Briefing newsletter template – to help improve our engagement statistics. We have seen improvements in the open rates with an average open rate of 60 per cent.</p>

Transformation and Improvement Board Updates – June 2019

<p>Recommendation 10: Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation</p>		<p>internal communication such as Yammer, Compliment a Colleague, Smarter Together POD and Your Service Your idea.</p>				<p>Green</p>	<p>We continue to hold and support CLT with Yammer live sessions. The sessions are an opportunity for staff to ask a member of CLT any questions they may have. The last two sessions were supported by internal comms and there were a total of 54 posted messages. Over 4,500 messages were read, with over 1,800 of these message read by staff not subscribed to the group. In the last quarter a further 150 staff members have joined bringing the total to 1,365 with 712 members posting messages and 55,602 messages being read. At the Staff Conference in March, we encouraged staff to join and post live on Yammer – we received over 200 posts and comments during the event.</p> <p>We continue to promote the 'compliment a colleague' scheme, which recognises staff that has gone the extra mile and creates a constructive culture of positive recognition. We have received 502 compliments to date.</p> <p>The Smarter Together POD's continue to be held. The last two sessions focused on new ways of working and commercialisation.</p>
--	--	--	--	--	--	---------------------	--

Transformation and Improvement Board Updates – June 2019

						<p>The Smarter Together POD sessions have been successful and there have been around 600 staff engaged in total through the sessions. We are currently planning the focus areas in line with council activity for the next few months.</p> <p>The Your Service, Your Idea scheme offers staff the opportunity put their views and ideas forward on how we can achieve better outcomes through better partnership working and digital innovation.</p> <p>We are working with the Smarter Together team to communicate the ideas and to create an online live dashboard using Yammer. We are planning to launch this in the next few months. To be relaunched in June and will ongoing.</p> <p>In January the single telephone number was introduced to move away from multiple hotline numbers to simplify the process for residents. To support this change, we launched our Customer Service Promise and focussed on three of the 10 standards. Launched 10 promoted 3 challenge impacting is the</p>
--	--	--	--	--	--	--

Transformation and Improvement Board Updates – June 2019

							<p>technology to support</p> <ul style="list-style-type: none"> • Resolve issues at first contact • Say your name and service when answering the phone and follow out of office arrangements <p>Keep your Active Directory staff details up to date</p>
<p>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.</p>	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.	<p>Neville Murton</p> <p>Corporate Director, Resources</p>	Mar-20	Cabinet	Red	<p>A need for refinement of the requirements has been identified resulting in the implementation date being put back; this is now estimated as at the end of May 2019.</p>
<p>Recommendation 11: Maximise the advantages of the Council's financial standing whilst instilling more robust financial discipline and</p>	32	To strengthen the organisation's financial discipline in terms of the delivery of savings targets and balanced budgets, with a focus on	<p>Neville Murton</p> <p>Corporate Director, Resources</p>	Mar-20	Cabinet		<p>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.</p>

Transformation and Improvement Board Updates – June 2019

<p>delivery of efficiency and value for money.</p>		<p>budget holders accountability.</p>				<p>Amber</p>	<p>19/20 budgets to be signed off by each budget manager to ensure accountability is understood and clear at the outset.</p> <p>Financial training during May 19 will strengthen the discipline needed.</p>
<p>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.</p>	<p>33</p>	<p>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.</p>	<p>Neville Murton Corporate Director, Resources</p>	<p>Mar-20</p>		<p>Amber</p>	<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>