

TOWER HAMLETS TRANSFORMATION AND IMPROVEMENT BOARD

Monday, 9 December 2019 at 6.00 p.m.
Room C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent,
London E14 2BG

This meeting is open to the public to attend.

Members:

Mayor John Biggs	(Executive Mayor)
Councillor Asma Begum	(Deputy Mayor and Cabinet Member for Community Safety and Equalities)
Councillor Rachel Blake	(Deputy Mayor and Cabinet Member for Regeneration and Air Quality)
Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor James King	(Chair of Overview and Scrutiny Committee)
Councillor Andrew Wood	(Leader of the Conservative Group)
Sir Steve Bullock	(External Representative - THBVIB)
Kate Herbert	(LGA Representative)
Will Tuckley	(Chief Executive)
Sharon Godman	(Divisional Director, Strategy, Policy and Partnerships)

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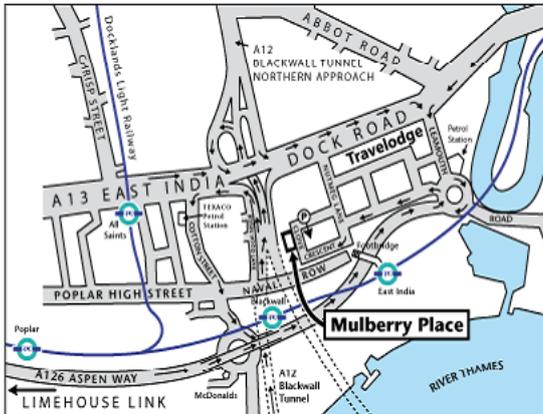
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LONDON BOROUGH OF TOWER HAMLETS

TOWER HAMLETS TRANSFORMATION AND IMPROVEMENT BOARD

MONDAY, 9 DECEMBER 2019

6.00 p.m.

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST** 5 - 8

To note any declarations of interest.

When declaring an interest, Members are requested to specify the nature of the interest, the particular agenda item to which the interest relates and whether the interest is a disclosable pecuniary interest.
3. **REVIEW OF MINUTES/ACTIONS AND MATTERS ARISING** 9 - 14

To approve the minutes of the meeting held on 9th September, 2019 and discuss any actions and matters arising.
4. **UNRESTRICTED REPORTS FOR CONSIDERATION**
 - 4 .1 **Tower Hamlets Improvement Plan 2018-2022** 15 - 46
 - 4 .2 **LGA Corporate Peer Challenge - Follow up and future** 47 - 56
5. **TRANSFORMATION AND IMPROVEMENT SPOTLIGHT**
 - 5 .1 **Community Safety Transformation** 57 - 80
 - 5 .2 **Housing and Capital Delivery** 81 - 92
6. **ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

Asmat Hussain, Corporate Director, Governance and Monitoring Officer. Tel 020 7364 4800

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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LONDON BOROUGH OF TOWER HAMLETS

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

HELD AT 6.00 P.M. ON MONDAY, 9 SEPTEMBER 2019

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

Members Present:

Mayor John Biggs (Chair)	(Executive Mayor)
Sir Steve Bullock	(External Representative - THBVIB)
Sharon Godman	(Divisional Director, Strategy, Policy and Performance)
Kate Herbert	(LGA Representative)
Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor James King	
Councillor Andrew Wood	(Leader of the Conservative Group)

Other Councillors Present:

Councillor Danny Hassell	(Cabinet Member for Children, Schools and Young People)
Councillor Motin Uz-Zaman	(Cabinet Member for Work and Economic Growth)

Officers Present:

Vicky Clark	(Divisional Director for Growth and Economic Development)
Daniel Kerr	(Strategy and Policy Manager)
Christine McInnes	(Divisional Director, Education and Partnership, Children's)
Sripriya Sudhakar	(Place Shaping Team Leader, Place)
Ann Sutcliffe	(Corporate Director, Place)
David Knight	(Senior Democratic Services Officer)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Asma Begum (Deputy Mayor and Cabinet Member for Community Safety and Equalities) and Councillor Rachel Blake (Deputy Mayor and Cabinet Member for Regeneration and Air Quality).

The Chair then welcomed Councillor James King, the Chair of the Councils Overview and Scrutiny Committee.

2. DECLARATIONS OF INTEREST

No declarations of disclosable pecuniary interests were received at the meeting.

3. **REVIEW OF MINUTES/ACTIONS AND MATTERS ARISING**

The minutes of the meeting held on 10 June, 2019 were confirmed as a correct record and the Chair was authorised to sign them accordingly.

4. **UNRESTRICTED REPORTS FOR CONSIDERATION**

4.1 **Regeneration Approach**

This report provides an overview of the strategic approach being taken to coordinate and deliver regeneration across the borough. It outlined why a coordinated approach to regeneration is paramount along with the contextual challenges faced in delivering on this. The main points of the discussions by the Board on this report may be summarised as follows:

The Committee

- Commented that transformation is not just about buildings/infrastructure, but for the local environment and communities more broadly;
- Indicated that transformation needs to reflect the vision of the Council and to show how the various programme will deliver the requires/desired outcomes;
- Noted that the Local Plan sets out how Tower Hamlets will grow and develop over the next 15 years. It outlines how and where homes, jobs, services and infrastructure will be delivered to meet future needs and the type of places and environments. However, whilst LBTH has the ability to finance local infrastructure projects e.g. the bridge over South Dock, its ability to influence through land ownership is finite as the majority of the land is in private hands;
- Noted LBTH must maintain a proper strategic oversight of the Borough's growth and regeneration programme and apply a consistent approach to secure its delivery. Therefore, it is essential that there properly budgeted permanent project management team (funded via Community Infrastructure Levy (CIL) and Section 106 agreements) in place to support this process **e.g.** to maximise the benefits for residents within the available resources;

Accordingly the Transformation and Improvement Board **RESOLVED**:

1. To note approach for regeneration as detailed in the presentation.
- #### 4.2 **Employment: Work and Greater Prosperity**

The Board received a report that provided an overview of the approach taken to improve work and greater prosperity with Tower Hamlets. It covered the work areas of two lead members Councillor Motin Uz-Zaman, Cabinet Member for Work and Economic Growth and Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People. The focus of the report was on the work that has been done to specifically improve outcomes

for young people. The main points of the discussions by the Board on this report may be summarised as follows:

The Committee noted that:

- Work is being done to giving young people and their family's exposure to other career paths;
- The Youth Service and partner agencies have an important role to encourage enterprise in the young and to help address the gender gap in attainment;
- There is work to be done on how to improve the transition for young people e.g. to develop the soft skills such as (i) interpersonal skills; (ii) communication skills; and (iii) problem solving skills to add young people;
- Work is required so that the Council and its partners can ensure they can support young people to (i) achieve their best educational and employment outcomes, (ii) ensure they are inspired; (iii) raise their aspirations; and (iv) help them develop the skills they need for the future;
- Whilst the Council supports all children and young people by beginning with a commitment to early help, LBTH also has to develop the groundwork for more specific focussed work in relation to the most vulnerable: those experiencing neglect, violence and those with special educational needs and disabilities (SEND);
- With the new apprenticeship programmes there is now a stronger expectation that young people should (i) gain real-life experience; (ii) acquire new skills; and (iii) earn while they learn. Therefore, apprenticeships are also of benefit to white collar/graduate career paths and not the more traditional role of blue collar work paths;
- The Council and its partners are there for families to help shape the employment programme/interventions and in terms of co-production so they have a better tool to get a positive outcome;
- The Council is using focus group's to ensure that all students get a good spread of opportunities and working with partners who can access other funding streams to ensure that students have a wider spread of opportunities;
- Doing a lot in destination work for young people so they know where they should be;

Accordingly the Transformation & Improvement Board **RESOLVED**:

1. Note the report and presentation.

4.3 Tower Hamlets Improvement Plan

The report provided a progress update on the Tower Hamlets Improvement Plan which had been developed in response to the findings of the LGA Corporate Peer Challenge (June 2018) and captured the significant transformation and improvement activity currently undertaken in the Council. The main points of the discussions by the Board are outlined below:

- Noted Ofsted ticked off
- Had the Brexit Commission
- Est P/Ship on employment

- Noted position with RAG Status
- Noted had final Ofsted Inspection under the new regime a very positive outcome
- Budget less harsh than anticipated
- Increased demands adult/social care
- Business Rates also an issue
- Brexit degree of uncertainty and LBTH remain one of the most internal boroughs in the UK for education/work. Concerns on the residency requirement changes and a degree of misinformation so need to do work to ensure what are EU citizen's rights. However, it is problematic for the supply change uncertainty; the work force
- John O'Brien Local Council is collating views from across London and LGA is signposting council to guidance and there is a CE Brexit Planning Group and the Resilience Forum and for LBTH to be prepared

As a result of discussions on this report the Transformation & Improvement Board **RESOLVED** to

1. Consider and comment on the progress of the Tower Hamlets Improvement Plan

5. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

- Partnership sumits at canary wharf and a jobs partnership with is paying dividends enables lbth to better coordinate things.
- grants programme lcf now been launched and had an indepent appraisal of the grants process, although been concerns has produced a healthy outcome
- Where been noted there are issues put in place mitigation e.g. small grants process.
- THH RE: Page 62 Section 2.4.4 check with DK.
- Results of LBTH resident's surveys been a fall in certain areas so residents feel that we are not as good as we could be in some areas. Noted that this is a trend across the public sector. It can be that the perceived situation by resents is not necessarily a close refection of the actual position. So a lot of work needs to be done in this area, next Cabinet Strategic Plan to be considered, LBTH has improved in a number of areas e.g. Ofsted and Tidy Britain improved children's service and waste management.
- OSC wish to be integrated into the various partnership boards.
- This Board Est nearly for a year and December to be an opportunity to reinvigorate the Board.
- As part of the corporate peer Review there will be one in 2020 and the Board needs to consider how to position this Review.

The meeting ended at 7.50 p.m.

**Chair, Mayor John Biggs
Tower Hamlets Transformation and Improvement Board**

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<p>Transformation and Improvement Board</p> <p>09/12/2019</p>	
<p>Report of: Sharon Godman, Divisional Director Strategy Policy and Performance</p>	<p>Classification: Unrestricted</p>
<p>Transformation and Improvement Plan 2018-22</p>	

Lead Member	John Biggs Mayor
Originating Officer(s)	Afazul Hoque, Head of Strategy and Policy, Corporate Daniel Kerr, Strategy and Policy Manager, Corporate Filuck Miah, Strategy and Policy Officer, Corporate
Wards affected	All wards
Reason for Key Decision	[Financial Threshold / Impact on Wards]
Strategic Plan Priority / Outcome	<p>A borough that our residents are proud of and love to live in.</p> <p>A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough</p> <p>People are aspirational, independent and have equal access to opportunities.</p>

Executive Summary

This report supplies Q3 progress updates on the Tower Hamlets Improvement Plan’s 11 recommendations; developed in response to the findings of the LGA Corporate Peer Challenge (June 2018) and captures the improvement activity currently undertaken in the Council.

Recommendations:

The Transformation and Improvement Board is recommended to:

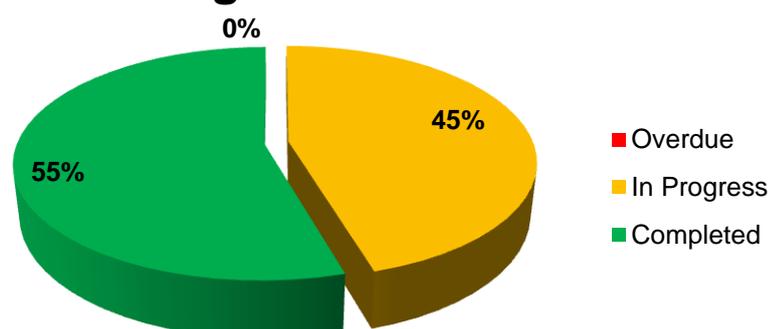
1. Review and comment on the progress of the Tower Hamlets Improvement Plan

1. DETAILS OF THE REPORT

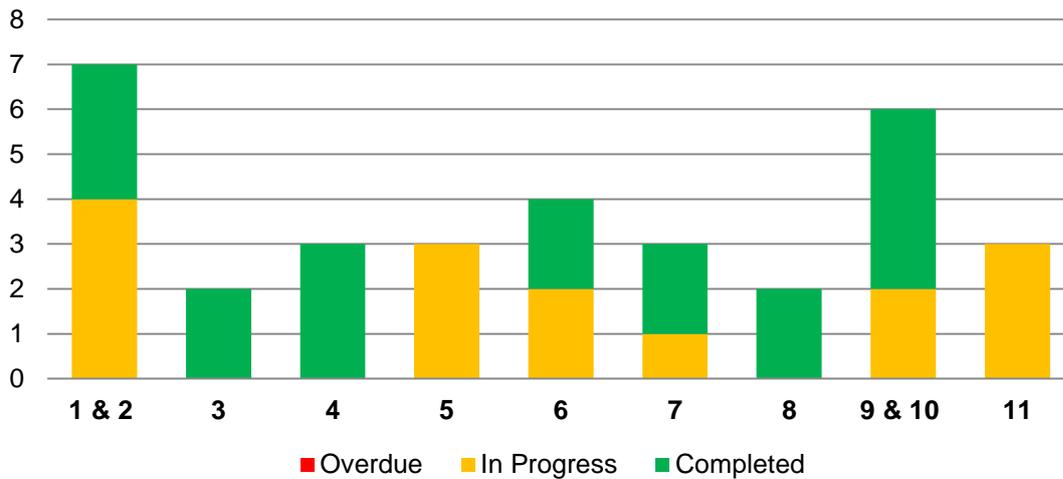
- 1.1. In June 2018, the Council participated in a LGA Corporate Peer Challenge. The purpose of the review was to achieve an independent perspective of the Council's achievement against its Best Value Improvement Plan and to learn from best practice. The Peer Challenge represented a significant milestone in the Council's strengths, weaknesses and a catalyst to deliver the ongoing improvements required to improve services for residents.
- 1.2. The Corporate Peer Challenge had identified a number of areas where the Council can make further improvements. Large areas within the Council are in need of modernisation with some services operating under a traditional and paternalistic model of delivery. The Council needs to expedite the pace of change in the borough as it remains too risk averse as a result of past decision making. The Council should focus on taking a more proportionate risk approach and empower officers to be less cautious and bureaucratic in order to drive through improvements at a quick rate.
- 1.3. This report captures the significant transformation and improvement activity being undertaken by the Council as their goal to become a modern and efficient Council and meet the recommendations of the LGA Corporate Peer Challenge.
- 1.4. This progress update of the Tower Hamlets Improvement Plan represents the third quarterly (2019-20) submission of the plan to the Transformation and Improvement Board (TIB).

TIP Milestone - Overall Progress

Figure 1



Transformation and Improvement Plan Milestone by Recommendations figure 2



2. PROGRESS OF TOWER HAMLETS IMPROVEMENT PLAN

The following highlights some the key achievements the Council have delivered against the recommendations of the LGA Corporate Peer Challenge, as outlined in the Tower Hamlets Improvement Plan. A comprehensive update on the progress of the Tower Hamlets Improvement Plan can be found at appendix 1.

- 2.1. **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.
- 2.2. The council has continued its awareness raising campaigns around the EU Settlement Scheme. To ensure vulnerable groups have been captured in communications about the scheme, tailored materials have been distributed to key partners in the borough to help target these groups and to help advertise local immigration support services. Collaboration with members of the Grant Funded Network, commissioned by the Home Office to assist with applications, has been on-going.
- 2.3. Key considerations have also been made towards potential risks arising from Brexit. Council services have mapped areas of consideration and have identified mitigating actions to alleviate any risk. Contingency planning for national level issues, such as risks to food, fuel, and medicine have taken place and the council has engaged its service providers in these areas to seek reassurance. This planning will continue alongside any advice distributed to local authorities by central government in the lead up to Brexit.

The Smarter Together Programme, which encompasses most of the council's transformational change, is proceeding broadly to plan for this year. Whilst

there have been some challenges this quarter but it continues to make progress which includes:

- Re-tendering for the secondary schools catering contract.
- Several key customer journeys are now available online
- Rolled out replacement multi-functional devices (printer / scanner / copier) across the whole estate

- 2.4. Tower Hamlets Partnership Board has approved the development of the place campaign to launch stage in summer 2019. They agreed that the council should follow a similar approach to the Belfast place campaign. In October, the Divisional Director of Communications met with the Tower Hamlets Partnership Comms Group and also secured their support.

In November, the Chief Executive wrote to the Tower Hamlets Partnership Board members to ask for contributions to the funding of the next stage of the campaign development. This is ongoing but has resulted in contributions from members. The Council Communications team is now about to commission an agency to develop the campaign branding and content for launch in the spring.

The Council Communications team is in the process of finalising new guidelines and look and feel for council branding (while not changing the logo).

- 2.5. **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.**

- 2.6. The Local Community Fund (LCF) was presented and agreed at Cabinet on 31st July 2019. The programme includes over 50 projects that will deliver a diverse range of activities against the five priority areas and outcomes of the LCF. Contract mobilisation will commence as soon as possible alongside a transition support programme for organisations who were not awarded any funding. Monitoring and reporting arrangements for the LCF will be developed and updates will be provided to the Overview & Scrutiny Committee and Grants Determination Committee.

- 2.7. **Recommendation 4: Increase the pace of decision making and implementation by removing bad bureaucracy whilst retaining good governance**

- 2.8. A review of the Council's strategies and boards has been completed. Through engagement with services across the organisation 61 strategies were identified. Work is now underway to streamline this into 47 strategies which will make the organisation more efficient, support service delivery and achieve the aims of the strategic plan.

2.9. **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**

2.10. The first phase of the review of policies has been completed as a result of the proposed changes to our terms, conditions and benefits package. These will be implemented early 2020. A scoping meeting is taking place on 9th September 2019 to determine the timetable for reviewing all other policies and procedures. A proposal for how to manage this process going forward has been developed. New arrangements will be put in place in the New Year.

2.11. Improving Digital Connectivity within the borough - Quarter 2 focused on working with the three operators (Community Fibre, Hyper Optic and Virgin Media) to agree specific operator versions of for the wayleave agreements. In conjunction with this activity the project has worked with THH and operators to identify pilot/launch survey sites to enable the operators to demonstrate their survey documentation and approach on specified locations across the borough. One operator (Community Fibre) has now completed the wayleave process and all paperwork has been completed and signed by both parties. The programme has now based itself at THH offices one day a week and has met with the majority of all key THH stakeholders as part of the mobilisation phase prior to the rollout commencing.

2.12. **Recommendation 6: There needs to be an unrelenting focus on the previous areas of failure.**

A scope of the Street Care review has been agreed. The desired outcome of the review includes improving the effectiveness of the new waste management system. This includes through streamlining existing processes for managing service requests with updated process map(s) and clear lines of responsibilities, thereby achieving an improvement in the customer journey and satisfactions levels with the new in-house service. The principal fieldwork of the review will commence (Dec 19) once the Markets Review has been completed, when the resources become available.

A standardised report template has been prepared – allowing PIB to assess scope, method, key findings, recommendations, and implementation options for all reviews

2.13. **Recommendation 7: Reform the services that are still traditional and paternalistic**

2.14. A programme of reviews has been scheduled into the Transformation & Improvement Board's 2019/20 work programme. To support the TIB in their reviews, pre meetings have been held with external board members, the Overview & Scrutiny Committee chair and the leader of the opposition with front line service mangers to help shape their lines of questioning.

- 2.15. The Board looked into the regeneration delivery plan and employment – Work and Greater Prosperity. The regeneration delivery plan highlighted the growth development over the next 15 years e.g. homes, jobs, services and infrastructure. The board suggested that the action was required to address the approach in becoming consistent in order to have a proper strategic oversight of the borough’s growth and regeneration programme. The board looked into the approach taken to improve greater prosperity in Tower Hamlets focusing specifically on measures taken to improve economic wellbeing outcomes for young people.
- 2.16. **Recommendation 8: Maximise the potential, ability and enthusiasm of all members**
- 2.17. A Scrutiny toolkit has been developed to support members to perform their role. The toolkit provides a summary of key information members need to know as well as a ‘how to guide’ approach to effectively Scrutiny. An external guide to scrutiny has been developed and publicised with Council communications and partners to inform the boroughs residents and raise the profile of the Council’s scrutiny function. Furthermore, regular meetings have been set up for Scrutiny Leads to meet with their equivalent Cabinet Leads to discuss key issues and activity within their portfolio.
- 2.18. **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
- 2.19. The Partnership Executive Group (PEG) has now concluded its Appreciative Inquiry approach, which focussed on all four themes of the Tower Hamlets Plan. It has now been agreed to explore the most cross-cutting, high level and strategic issues in the borough at the subsequent PEG meetings. Over the last year the Partnership has hosted a Business Summit, which brought together over one hundred businesses to discuss issues affecting them. The Children and Families strategy was developed in conjunction with partners to agree a shared vision for children in Tower Hamlets. The PEG highlighted substance misuse as a borough-wide issue to which all partners could contribute. The discussion has informed the development of the borough’s substance misuse strategy.
- 2.20. The Council is preparing for the IIP assessor to visit in December 2019. A temperature check is currently being undertaken to see where the organisation is. In October 2019 OCPB agreed a revised timeline for 2020-2022
- 2.21. **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.**

- 2.22. The Financial Regulations has been updated and was approved by full Council in July 2019. The new system upgrade (Agresso) is taking some time to complete; there will be a tender process and implementation time which will take us into late 2020. Good progress is being made on this important project.

3. EQUALITIES IMPLICATIONS

- 3.1. This report is in full compliance of the public sector equality duty (Equality Act 2010).

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1. The reports forms part of the Tower hamlets improvement plan and recommends number of proposals to increase the pace of change in the borough and empower officers to be less cautious and bureaucratic in order to drive through improvements at a faster rate.
- 4.2. There are no financial implications arising from the recommendations within this report.

5. COMMENTS OF LEGAL SERVICES

- 5.1. The schemes identified in the report have been subject to separate legal advice and are all within the Council's legal powers to undertake.
- 5.2. The activities detailed in the report are required in order that the Council continuously improves the way it delivers its legal functions in terms of economy efficiency and effectiveness. This demonstrates compliance with the Council's Best Value duty.
- 5.3. The nature of the report is an update and therefore there are no further legal issues arising from the report.

Linked Reports, Appendices and Background Documents

Linked Report

- List any linked reports
- State NONE if none.

Appendices

- Tower Hamlets Improvement Plan

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- List any background documents not already in the public domain including officer contact information.
- These must be sent to Democratic Services with the report
- State NONE if none.

Officer contact details for documents:

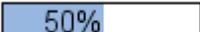
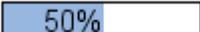
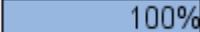
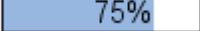
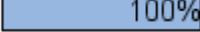
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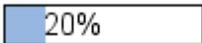
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Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

Statu s		Action Title	Progress
	R1 & R2	The Council now needs to grasp opportunities and drive then pace of change to achieve the potential of the place. Be forward looking and learn the lessons of the past but not be fettered by them	<input type="text" value="78%"/>
	R10.25	Organisation & Culture Programme Board to drive behavioural and cultural change and improvement through the delivery of 6 work streams	<input type="text" value="40%"/>
	R10.26	Improve collaborative working and integration with partners to drive improvements against the 4 priority areas of the Tower hamlets plan:	<input type="text" value="100%"/>
	R10.27	Embed the TOWER values and behaviours	<input type="text" value="100%"/>
	R10.28	Continue to appraise and develop how the council leads	<input type="text" value="50%"/>
	R10.29	Improve the council's training and development offer through centralising Learning & Development and using the apprenticeship levy to upskill staff	<input type="text" value="100%"/>
	R10.30	Encourage behavioural change, recognise staff achievements and engage staff through innovative internal communication <new action>	<input type="text" value="100%"/>

Statu s		Action Title	Progress
	R11	Maximise the advantages of the Council's financial standing whilst instilling more robust financial discipline and delivery of efficiency and value for money.	
	R11.31	To further embed Outcomes Based Budgeting	
	R11.32	To strengthen the organisation's financial discipline	
	R11.33	To fully implement the revised capital strategy and governance arrangements	
	R2.1	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	
	R2.2	Deliver the Communications Strategy 2018/19	
	R2.3	Deliver the Communications Plan for the new Town Hall	
	R2.4	Deliver the Smarter Together Transformation Programme	
	R2.5	Undertake a strategic review of Assets	
	R2.6	Regeneration Board	
	R2.7	Develop a Growth and Economic Development Plan	
	R3	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.	
	R3.8	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 more proactive rather than retrospective approach	

Statu s		Action Title	Progress
✔	R3.9	Introduce the new Local Community Fund and monitor the implementation	 100%
✔	R4	Increase the pace of decision making and implementation by removing bad bureaucracy whilst retaining good governance	 100%
✔	R4.10	Complete a review of the Councils constitution to strengthen governance arrangements, improve accessibility and ensure it is user friendly.	 100%
✔	R4.11	Review the Councils Governance structure to provide clarity on the Scheme of Management and Key Decisions	 100%
✔	R4.12	Undertake a council wide review of strategies and boards including partnership boards and groups.	 100%
▶	R5	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.	 30%
▶	R5.13	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.	 20%
▶	R5.14	Increase the number of permanent staff	 30%
▶	R5.15	Improve the IT infrastructure	 40%
▶	R6	There needs to be an unrelenting focus on the previous areas of failure including Children's Services	 72%
✔	R6.16	Establish a cross party and public facing Transformation and Improvement Board to monitor the Council's ongoing improvement activities	 100%
✔	R6.17	Ensure the improvement in Children's Services is given the highest priority	 100%
▶	R6.18	Develop and deliver a programme of service reviews which focus on improving operational	 30%

Statu s		Action Title	Progress
		effectiveness	
▶	R6.19	Implement actions to address the recommendations of the LGA Planning Peer Review	<div style="width: 60%;"><div style="background-color: #4f81bd; width: 60%;"></div></div> 60%
▶	R7	Reform the services that are still traditional and paternalistic	<div style="width: 90%;"><div style="background-color: #4f81bd; width: 90%;"></div></div> 90%
▶	R7.20	Review the Mayor's key priority areas	<div style="width: 70%;"><div style="background-color: #4f81bd; width: 70%;"></div></div> 70%
✔	R7.21	Deliver the Customer Services Transformation Team	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%
✔	R7.22	Deliver the Adult Social Care Improvement programme	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%
✔	R8	Maximise the potential, ability and enthusiasm of all members	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%
✔	R8.23	Build on the Members Induction programme	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%
✔	R8.24	Support the development of Councillors role at scrutiny through a range of initiatives.	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%
▶	R9 & R10	Further break down silos and embed cross organisational working. Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation	<div style="width: 81%;"><div style="background-color: #4f81bd; width: 81%;"></div></div> 81%
▶	TIB	Transformation and Improvement Board	<div style="width: 77%;"><div style="background-color: #4f81bd; width: 77%;"></div></div> 77%

Recommendation 1&2

R1: The Council now needs to grasp opportunities and drive the pace of change to achieve the potential of the place

R2: Be forward looking and learn the lessons of the past but not be fettered by them

Status	Action Title	Ownership Managed By	Monitoring Group
	R2.1 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	Tower Hamlets Partnership Executive Group
Progress	Q3 Update The council has continued its awareness raising campaigns around the EU Settlement Scheme. To ensure vulnerable groups have been captured in communications about the scheme, tailored materials have been distributed to key partners in the borough to help target these groups and to help advertise local immigration support services. Collaboration with members of the Grant Funded Network, commissioned by the Home Office to assist with applications, has been on-going. Key considerations have also been made towards potential risks arising from Brexit. Council services have mapped areas of consideration and have identified mitigating actions to alleviate any risk. Contingency planning for national level issues, such as risks to food, fuel, and medicine have taken place and the council has engaged its service providers in these areas to seek reassurance. This planning will continue alongside any advice distributed to local authorities by central government in the lead up to Brexit.		
Risk			

Status	Action Title	Ownership Managed By	Monitoring Group
	R2.2 Deliver the Communications Strategy 2018/19	Andreas Christophorou	
Progress	Q3 Update Campaigns: 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. 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>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 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 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>
100%	Risk	

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R2.3	<i>Deliver the Communications Plan for the new Town Hall</i>	Andreas Christophorou	

Progress	Q3 Update	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. 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
100%	Risk	

Status	Action Title	Ownership Managed By	Monitoring Group
	R2.4 Deliver the Smarter Together Transformation Programme	Will Tuckley	Transformation Board
Progress	Q3 Update	The Smarter Together Programme, which encompasses most of the council's transformational change, is proceeding broadly to plan for this year. Whilst we have had some challenges this quarter we continue to see progress. Progress this quarter includes: <ul style="list-style-type: none"> • Re-tendering for the secondary schools catering contract. • Several key customer journeys are now available online • Rolled out replacement multi-functional devices (printer / scanner / copier) across the whole estate 	
37%	Risk	Changed due date from 30th April 2022 in order to set a trigger.	

Status	Action Title	Ownership Managed By	Monitoring Group
	R2.5 Undertake a strategic review of Assets	Ann Sutcliffe	Asset Management Working Group
Progress	Q3 Update	<p>Workstrand A We have met with 12 services including representatives from Adults, Children's and CCG. A narrative for each meeting has been prepared and overarching report is currently being compiled which will rank the opportunities identified by investment required, ease of implementation and timeframe for implementation. The draft report will be ready by the end of November.</p> <p>Workstrand B Opportunities reports for 9 buildings have been prepared and are currently being reviewed / considered. A further list of 9 properties is under review and due to be completed by mid- December. A number of opportunities have already been brought forward including Brady Centre Landlord and Tenant Management and Rushmead feasibility.</p> <p>Workstrand C We are in the process of reviewing the existing hoarding sites in the borough and potential new sites. This will involve working with other service directorates in the Council. The transfer of the HRA commercial portfolio to the general fund falls under this work stream.</p> <p>Workstrand D</p>	

		Workshops have been held with Facilities Management representatives where a number of opportunities for savings have been identified. These are currently under investigation and will involve reducing the standard of cleaning within certain buildings. FM are working on a target 5-10% reduction which would see cost savings between £50-£100K. As part of the project there are proposed savings of £1M. These savings are a minimum target for the Asset Strategy and will be delivered through financial efficiencies and income that will be identified through the Property Asset Strategy.
45%	Risk	

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R2.6 Regeneration Board	Ann Sutcliffe	Regeneration Board
Progress	Q3 Update	<p>Regeneration Delivery Plan: We have now completed the Regeneration Delivery Plans for four areas: Isle of Dogs and South Poplar, City Fringe, the Central Area and Lower Lea Valley. These four areas correspond to the four sub areas in the new Local Plan that will be adopted in December Cabinet. The focus of the regeneration delivery plan has been on three areas designated as Opportunity Area in the London Plan: Isle of Dogs and South Poplar; City Fringe & Lower Lea Valley.</p> <p>Recruitment: The regeneration team is an interim team with five full time positions. From 6th November, the team will only have 3 full time officers in post as two officers who were recruited on a secondment basis have returned to their substantive posts. We have made an offer to an internal candidate for Regeneration Manager position and have interviews scheduled towards the end of Nov 20-19 for the Regeneration Project Manager position. Once delivery plans are finalised an assessment will be made concerning capacity and whether additional resources are required to drive forward delivery. This assessment is expected to take place in Dec 2019/Jan 2020.</p> <p>Regeneration Board & Area Boards The borough wide regeneration Board meets monthly and so far we have convened 13 Board meetings that focused on a range of issues focussed around delivering regeneration outcomes in the borough(14th Board meeting scheduled on the 21st November). Three of four Regeneration Area Boards have now been set up and they are scheduled to meet on a quarterly basis. The Boards will be responsible for overseeing the implementation of the regeneration delivery plan for the areas. So far area boards have been convened for all the three areas - Isle of Dogs and South Poplar, Lower Lea Valley and City Fringe. An officer led working group will be set up for the Central Area to monitor regeneration outcomes and help prioritise resources in areas undergoing significant change. This working group will be set up in the coming months and chaired by Karen Swift (Divisional Director for Housing).</p> <p>Presentations Regeneration Delivery Plan was presented to Transformation Improvement Board on 9th September. The feedback was positive and officers will incorporate comments received at the meeting in the emerging delivery plan. Regeneration Delivery plan will be presented to Overview and Scrutiny Sub Committee on 26th November to receive feedback on the approach and more specifically on the activities proposal in the four areas.</p> <p>External Facing Document An external facing document is being prepared to present the Council's approach to Regeneration . This document is still in draft stage and will be</p>	

		developed in the coming days. The document will be presented to Cabinet on 29th January . The document will be presented to CLT on the 10th and MAB on the 8th January for endorsement.
90%	Risk	

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R2.7	Develop a Growth and Economic Development Plan	Vicky Clark; Judith St John
Progress	Q3 Update	<p>Growth and Economic Development Plan. A key theme of the Growth Plan concentrates on how we can prepare young people for success. Interventions under this theme take a targeted approach to enable young people to access information about their career options early on. The objective is to help young people understand the range of opportunities open to them early on. In partnership with the East London Business Alliance, a 'transition from education to employment' pilot project, called "Careers Carousels" was run at Swanlea School from October 2018 to July 2019. This involved three careers education events. The pilot has resulted in recommendations for the future including a Head Teachers initiative and further partnership working options – potentially via THEP, ELBA and specialist careers guidance providers. These recommendations are currently under consideration and we will be in a position to update further in due course'</p> <p>Visitor Economy Place campaign: Tower Hamlets Partnership Board has approved the development of the place campaign to launch stage in summer 2019. They agreed that the council should follow a similar approach to the Belfast place campaign.</p> <p>In October, the Divisional Director of Communications met with the Tower Hamlets Partnership Comms Group and also secured their support.</p> <p>In November, the Chief Executive wrote to the Tower Hamlets Partnership Board members to ask for contributions to the funding of the next stage of the campaign development. This is ongoing but has resulted in contributions from members. We are now about to commission an agency to develop the campaign branding and content for launch in the spring.</p> <p>Refreshing council brand guidelines: We are in the process of finalising new guidelines and look and feel for council branding (while not changing the logo) This will have an impact on the visitor economy as it will lead to new signage for assets including borough boundaries, our parks, advertising and council fleets</p> <p>High Streets and Town Centre Strategy Implementation of the High Streets and Town Centre Strategy is progressing with new programmes starting and delays resolved. Brick Lane- Public realm design has been progressed with design including traffic calming and pedestrianisation measures. Progression of this</p>	

		<p>element has been delayed by 18 months however to dovetail with the Liveable Streets programme on Brick Lane. Separate work on the public realm design and Banglatown arch pedestrianisation plans has been agreed and the redesign of Banglatown Arch with a detailed consultation plan started in October.</p> <p>Roman Road West– Community engagement events were held in November to show development work to date re: public realm and market square, shopfront improvements and proposed conversion of lock-up to workspace. Further discussion is planned in Q3 with Queen Mary University to agree scope of design work for Network rail arch and pedestrian route from the campus to the town centre.</p> <p>Middlesex Street: A training and support programme has been launched in Petticoat Lane Market to encourage the take of women as traders. This programme will continue throughout Q3 with more women traders joining the market as they complete training.</p> <p>Watney Market and Bethnal Green</p> <p>New canopies for market traders in Watney Market and prototype for Bethnal Green ordered and shop front improvements plans being developed for Bethnal Green.</p>
75%	Risk	

Recommendation 3

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

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R3.8 <i>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 more proactive rather than retrospective approach</i>	Paul Rock	
Progress	Q3 Update 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.		
100%	Risk		

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
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	R3.9	<i>Introduce the new Local Community Fund and monitor the implementation</i>	<i>Sharon Godman</i>	Grants Determination Committee; Grants Scrutiny Sub-committee
Progress	Q3 Update	The Local Community Fund (LCF) was presented and agreed at Cabinet on 31 st July 2019. The programme includes over 50 projects that will deliver a diverse range of activities against the five priority areas and outcomes of the LCF. Contract mobilisation will commence as soon as possible alongside a transition support programme for organisations who were not awarded any funding. Monitoring and reporting arrangements for the LCF will be developed and updates will be provided to the Overview & Scrutiny Committee and Grants Determination Committee.		
100%	Risk			

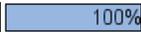
Recommendation 4

R4: Increase the pace of decision making and implementation by removing bad bureaucracy whilst retaining good governance

Page 33

Status	Action Title		Ownership Managed By	Monitoring Group
	R4.10	<i>Complete a review of the Councils constitution to strengthen governance arrangements, improve accessibility and ensure it is user friendly.</i>	<i>Asmat Hussain</i>	CLT; General Purpose Committee
Progress	Q3 Update	Action Completed in July 2019 (See Q2 update) The main Constitution and revisions were agreed at Council on 17 July 2019. The only outstanding action is for Directorates to agree their individual Schemes of Delegation which are then put into Part D of the new Constitution.		
100%	Risk			

Status	Action Title		Ownership Managed By	Monitoring Group
	R4.11	<i>Review the Councils Governance structure to provide clarity on the Scheme of Management and Key Decisions</i>	<i>Asmat Hussain</i>	CLT; General Purpose Committee
Progress	Q3 Update	The new scheme of management and key decision thresholds were signed off at Council on 17 July 2019.		

 100%	Risk			
<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R4.12	Undertake a council wide review of strategies and boards including partnership boards and groups.	Sharon Godman	CLT; Partnership Boards
Progress	Q3 Update	Strategy review completed with a more focus on delivery of council's priorities Board reviews have been completed and there remains ongoing discussion with internal and external stakeholders 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.		
 100%	Risk			

Recommendation 5

R5: 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

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R5.13	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	CLT
Progress	Q3 Update	A proposal for how to manage this process going forward has been developed. New arrangements will be put in place in the New Year.		
 20%	Risk			

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R5.14	Increase the number of permanent staff	Amanda Harcus;	Children's Services

			Debbie Jones; Denise Radley	Improvement Board
Progress	Q3 Update	<p>In Children's Social Care we have reduced our vacancy gap further from 26% to 19.55%. 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 further to 10.58%.</p> <p>We are working on replicating some of this work for Adult Social Care. 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. 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. 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>		
<input type="text" value="30%"/>	Risk			

Status	Action Title	Ownership Managed By	Monitoring Group
	R5.15 Improve the IT infrastructure	Adrian Gorst	Digital Portfolio Board; Frontline Services Board
Progress	<p>Projects in Progress Mosaic Transformation The hosted environments created and completed transfer of data from Frameworki to the Hosted environment. Commenced test conversion from Frameworki to Mosaic, Configuration has begun and phase 1 go live is expected in December 2019.</p> <p>Improving Digital Connectivity within the borough Quarter 2 has focused on working with the three operators (Community Fibre, Hyper Optic and Virgin Media) to agree specific operator versions of for the wayleave agreements. In conjunction with this activity the project has worked with THH and operators to identify pilot/launch survey sites to enable the operators to demonstrate their survey documentation and approach on specified locations across the borough. One operator (Community Fibre) has now completed the wayleave process and all paperwork has been completed and signed by both parties. Pilot/launch site surveys have been progressing with one of the operators having now visited site. A survey pack (Phase I Works Documents) will be submitted as a result for consideration.</p> <p>The programme has now based itself at THH offices one day a week and has met with the majority of all key THH stakeholders as part of the mobilisation phase prior to the rollout commencing</p> <p>Telephony Review An independent review of the telephony service has been completed and presented to the Divisional Directors of IT and Customer Services. Next steps to be decided.</p> <p>End User Computing – Laptops</p>		

		Phase 1 pilot has begun and change activities are commencing. We have shortlisted a EUC supplier and rollout has begun with 50 devices rolled out so far.
40%	Risk	

Recommendation 6

R6: There needs to be an unrelenting focus on the previous areas of failure including Children's Services

Status	Action Title	Ownership Managed By	Monitoring Group
Page 36 	R6.16 <i>Establish a cross party and public facing Transformation and Improvement Board to monitor the Council's ongoing improvement activities</i>	Sharon Godman	
Progress	Q3 Update <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> <p>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 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> <p>The board has performed a number of spotlight reviews including: Customer Services Transformation Plan, Adult Social Care Improvement Programme, Cleaner Streets and our local environment and Integrated health and social care. The Board also have oversight of the Tower Hamlets Improvement Plan and the Children's Services Improvement Programme. The Tower Hamlets Improvement Plan has been uploaded into Pentana to improve monitoring and reporting arrangements.</p>		

100%	Risk	

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R6.17 <i>Ensure the improvement in Children's Services is given the highest priority</i>	Debbie Jones	Children's Services Improvement Board
Progress	<p>Q3 Update</p> <p>The full Inspection of Local Authority Children's Services (ILACS) took place in June 2019. The result of the inspection was that Children's Services in Tower Hamlets are now graded as GOOD for overall effectiveness. This judgment includes sub-judgments for effectiveness of services for children and families in need of help and protection, looked after children and care leavers and the effectiveness of leaders. All of these areas were also graded as GOOD.</p> <p>Prior to the inspection, the Children's Services Improvement Board (CSIB) and the Operational Group continued to meet regularly. The "Quad" also continued to meet up until the inspection took place. The stated aim that Children's Services will be graded as GOOD by the time of the next inspection has been achieved.</p>		
100%	Risk		

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R6.18 <i>Develop and deliver a programme of service reviews which focus on improving operational effectiveness</i>	Sharon Godman	Performance Improvement Board; Transformation Board
Progress	<p>Q3 Update</p> <p>Service reviews are progressing as scheduled, with the following exception: The Improvement & Efficiency Review (I&E) of Street Care has been postponed. The review will commence in December 2019. Findings and recommendations will be reported to PIB in Q4 2019/20. The reasons for postponement include:</p> <ul style="list-style-type: none"> • Responding to a request by the Divisional Director for Public Realm for the I&E review to commence following the completion of an organisational restructure affecting Streetcare services, although delivered ahead of the insourcing of waste services • Staff resourcing issues affecting the completion of two I&E reviews within Place within same timelines and PIB reporting cycle 		

		<p>A scope of the Street Care review has been agreed. The desired outcome of the review includes improving the effectiveness of the new waste management system. This includes through streamlining existing processes for managing service requests with updated process map(s) and clear lines of responsibilities, thereby achieving an improvement in the customer journey and satisfactions levels with the new in-house service. The principal fieldwork of the review will commence (Dec 19) once the Markets Review has been completed, when the resources become available.</p> <p>A standardised report template has been prepared – allowing PIB to assess scope, method, key findings, recommendations, and implementation options for all reviews</p>
30%	Risk	

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R6.19	Implement actions to address the recommendations of the LGA Planning Peer Review	Ann Sutcliffe
Progress	Q3 Update	<p>An Action Plan has been agreed with the Corporate Director of Place. Work has commenced on recommendations 3, 5, 6, 7, 8, 14, 15, 16, 17 and 18. Progress has been made on implementing the action plan, including</p> <ul style="list-style-type: none"> • A new Divisional Director for Planning & Building control has been appointed and starts in February 2020; • Implementation of the new Statement of Community Involvement; • The first large pre-application briefing session in live committee has been scheduled for a development for Marian Place gas Works, Bethnal Green; • Working recent communications and relationships hard to illustrate the value added of the planning service rather than just cost; • Formal changes to the committees' terms of reference have been adopted to reflect the new pre-application engagement protocol; • Planning is now embedded alongside the new regeneration service and helping define working approaches together as governance arrangements mature and workloads grow; • The Division held its first ever divisional event in September 19 to engender a sense of togetherness and support so it can build confidence to better engage as a service. • A Developers Forum was held in October 19 with strong attendance from major developer interests across the borough, engaging and listening to concerns of the industry, especially responding to feedback about the range and cost of services offered; • As part of the drive to implement infrastructure projects the Local Infrastructure Fund (LIF) has identified a range of projects across the borough through consultation which are now being readied for delivery locally; • Next phase consultation begun in October 19 on further LIF infrastructure funding; • The Division continues to work with Neighbourhood forums, especially on neighbourhood plans and has started reviewing all web-based material to ensure support available is clear and expectations can be managed; • Discussions have begun around defining the core ingredients of a Divisional Staff Training & Development Plan including options for buddying & mentoring schemes • Progress on all Planning specific recommendations will tracked in the P&BC Divisional Plan. 	

60%	Risk	

Recommendation 7

R7: Reform the services that are still traditional and paternalistic

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
<p>▶</p> <p>Page 39</p>	<p>R7.20</p> <p>Review the Mayor's key priority areas</p>	<p>Sharon Godman</p>	<p>Asset Management Working Group; Crime & Anti-social Behaviour Board; Regeneration Board; Transformation Board</p>
<p>Progress</p>	<p>Q3 Update</p> <p>A programme of reviews has been scheduled into the Transformation & Improvement Board's 2019/20 work programme. To support the TIB in their reviews, pre meetings have been held with external board members, the Overview & Scrutiny Committee chair and the leader of the opposition with front line service mangers to help shape their lines of questioning.</p> <p>In June 2019, the board looked into cleaner streets and our local environment and the implementation of the waste strategy which raised concerns about HMO's poor behaviour to waste disposal and recycling. The board suggested that a targeted engagement and enforcement approach towards estate agents was needed to address HMO challenges. The board looked into Health and Social Care Integration Plan and was it advised that there was a funding gap of £60M between NHS and CCG. The board also noted that there could be potential challenges around governance and local outcomes between the THT plan and Health and Wellbeing Board. The board reviewed the progress in delivering the Children Improvement programme. Key highlights include that recruitment of newly qualified SW's was on target, sickness rates had fallen. The Board noted that there remains further work to be undertaken on the role of corporate parenting.</p> <p>In Sep 2019, The Board looked into the regeneration delivery plan and employment – Work and Greater Prosperity. The regeneration delivery plan highlighted the growth development over the next 15 years e.g. homes, jobs, services and infrastructure. The board suggested that the action was required to address the approach in becoming consistent in order to have a proper strategic oversight of the borough's growth and regeneration programme. The board looked into the approach taken to improve greater prosperity in Tower Hamlets focussing specifically on measures taken to</p>		

		improve economic wellbeing outcomes for young people. A gap analysis suggests that more work is required in developing young people's soft skills what approach the Council and its partners can implement to support young people with their aspirations and economic wellbeing. The board noted The Council apprenticeship programme for young people has ensured that it will provide young people will get real-life experience, acquire new skills and earn while they learn.
70%	Risk	

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R7.21 <i>Deliver the Customer Services Transformation Team</i>	Shazia Hussain	Transformation Board
Progress	Q3 Update Online transactions for high demand services including – Benefits, Pest control, Parking, Housing options, Registrar's, bulky waste - Complete with Registrar's going live in the next 2 weeks. Moving to a single number for the council has been completed - Complete Specification for the Customer Relations Management system completed so a system can be procured - Complete Products have been tested and are at a soft launch stage - Complete Phase 2 about to commence. – Complete with phase 2 transactions identified and a resource plan is being developed		
100%	Risk		

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R7.22 <i>Deliver the Adult Social Care Improvement programme</i>	Denise Radley	
Progress	Q3 Update 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. The three main aims of the programme and key outcomes can be summarised as follows: <u>1) Improving the culture, practice 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. <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 improvement programme helped to develop an initial assessment team, with strong links to health partners.
		3) Improving the experience of adult social care users and carer: 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. 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.
100%	Risk	

Recommendation 8

R8: Maximise the potential, ability and enthusiasm of all members

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<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R8.23	Build on the Members Induction programme	Asmat Hussain	Standards Advisory Audit Committee
Progress	Q3 Update	A personal development plan offer was made to all Members. This will now be a yearly offer each autumn. Feedback from those completed in 2018 were used to feed into plans for the 2019-22 training plan and this plan will continue to develop following feedback from future PDPs.		
100%	Risk			

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R8.24	Support the development of Councillors role at scrutiny through a range of initiatives.	Sharon Godman; Asmat Hussain	Overview & Scrutiny Committee
Progress	Q3 Update	General Purposes Committee on 25 th June 2019 agreed a report on Strengthening Local Democracy which included a number of actions to support		

		<p>the development of Overview and Scrutiny. This includes improving public engagement through holding meetings in community venues, using digital technology to allow residents to feed into the work programme, engaging all non-executive Councillors in the OSC work programme, developing and promoting Councillor Call for Action and supporting Members place shaping role by undertaking placed based scrutiny.</p> <p>Members and co-opted members of the Overview & Scrutiny Committee (OSC) and its three Sub-Committees attended a workshop on 15 June 2019 to discuss the work programme for the 2019/20 Municipal Year. This was a joint workshop across all Scrutiny Committees and was supported by the Centre for Public Scrutiny to help to develop a better co-ordinated approach to delivering Scrutiny in 2019/20. Furthermore, an online form was developed to capture resident's views on what they feel the focus areas for the work programme should be. All responses will be considered by Scrutiny Members and will be incorporated into agenda items or added to the work programme.</p> <p>A Scrutiny toolkit has been developed to support members to perform their role. The toolkit provides a summary of key information members need to know as well as a 'how to guide' approach to effectively Scrutiny. Furthermore, regular meetings have been set up for Scrutiny Leads to meet with their equivalent Cabinet Leads to discuss key issues and activity within their portfolio.</p>
100%	Risk	

Recommendation 9 & 10

R9: Further break down silos and embed cross organisational working

R10: Continue to promote, cascade and embed the behavioural and cultural change by engaging the whole organisation

<i>Status</i>	<i>Action Title</i>	<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R10.25 Organisation & Culture Programme Board to drive behavioural and cultural change and improvement through the delivery of 6 work streams	Will Tuckley	Tower Hamlets Partnership Executive Group
Progress	Q3 Update	Following the completion of 2 work streams (the Target Operating Model and Outcomes Framework), work is well underway on a new work stream to improve 3 key corporate enabling functions- Strategy, Policy & Performance, Commissioning and Business Intelligence. We expect to begin delivery of 'quick wins' from January 2020 and complete design work on future ways of working by April 2020. Work is also ongoing to implement a more outcomes focused budgeting process and to review our work on organisational culture.	

40%	Risk	
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Status	Action Title		Ownership Managed By	Monitoring Group
	R10.26	Improve collaborative working and integration with partners to drive improvements against the 4 priority areas of the Tower hamlets plan:	Will Tuckley	Tower Hamlets Partnership Executive Group
Progress	Q3 Update	The Partnership Executive Group (PEG) has now concluded its Appreciative Inquiry approach, which focussed on all four themes of the Tower Hamlets Plan. It has now been agreed to explore the most cross-cutting, high level and strategic issues in the borough at the subsequent PEG meetings. Over the last year the Partnership has hosted a Business Summit, which brought together over one hundred businesses to discuss issues affecting them. The Children and Families strategy was developed in conjunction with partners to agree a shared vision for children in Tower Hamlets. The PEG highlighted substance misuse as a borough-wide issue to which all partners could contribute. The discussion has informed the development of the borough's substance misuse strategy.		
100%	Risk			

Status	Action Title		Ownership Managed By	Monitoring Group
	R10.27	Embed the TOWER values and behaviours	Amanda Marcus	Corporate Equalities Board; Organisation and Culture Programme Board
Progress	Q3 Update	360 degree feedback aligned to TOWER Values and Behaviours pilot commenced.		
100%	Risk			

Status	Action Title		Ownership Managed By	Monitoring Group
	R10.28	Continue to appraise and develop how the council leads	Amanda Marcus	
Progress	Q3 Update	The Council is preparing for the IIP assessor to visit in December 2019. A temperature check is currently being undertaken to see where the organisation is. In October 2019 OCPB agreed a revised timeline for 2020-2022.		

50%	Risk	
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Status	Action Title	Ownership Managed By	Monitoring Group
	R10.29 <i>Improve the council's training and development offer through centralising Learning & Development and using the apprenticeship levy to upskill staff</i>	Amanda Harcus	
Progress	Q3 Update	A good range of courses and provision is available. Induction offer has improved. There are 8 Council wide Apprenticeship courses running for staff.	
100%	Risk		

Status	Action Title	Ownership Managed By	Monitoring Group
	R10.30 <i>Encourage behavioural change, recognise staff achievements and engage staff through innovative internal communication <new action></i>	Andreas Christophorou	
Progress	Q3 Update	<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> <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.</p> <p>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. 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. 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.</p> <p>Launched 10 promoted 3 challenge impacting is the 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 Keep your Active Directory staff details up to date
100%	Risk	

Recommendation 11

R11: Maximise the advantages of the Council's financial standing whilst instilling more robust financial discipline and delivery of efficiency and value for money

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Status	Action Title	Ownership Managed By	Monitoring Group
	R11.31 <i>To further embed Outcomes Based Budgeting</i>	Neville Murton	
Progress	Q3 Update	No further update	
50%	Risk		

Status	Action Title	Ownership Managed By	Monitoring Group
	R11.32 <i>To strengthen the organisation's financial discipline</i>	Neville Murton	
Progress	Q3 Update	Good progress continues to be made	
50%	Risk		

<i>Status</i>	<i>Action Title</i>		<i>Ownership Managed By</i>	<i>Monitoring Group</i>
	R11.33	<i>To fully implement the revised capital strategy and governance arrangements</i>	<i>Neville Murton</i>	
<i>Progress</i>	<i>Q3 Update</i>	Progress has stalled until additional resource can be brought in to align requests for new capital projects with funding steams		
<input type="text" value="30%"/>	<i>Risk</i>			

<p style="text-align: center;">Transformation & Improvement Board</p> <p style="text-align: center;">9 December 2019</p>	 <p style="text-align: center;">TOWER HAMLETS</p>
<p>Report of: Sharon Godman Divisional Director Strategy, Policy and Performance</p>	<p>Classification: Unrestricted or Exempt</p>
<p>Title: LGA Corporate Peer Challenge – follow up and future</p>	

1. Executive Summary

- 1.1. The LGA performed a Corporate Peer Challenge of the Council in June 2018. The Challenge process includes a follow up visit – suggested by the LGA to occur within two years of the original visit.
- 1.2. The purpose of the follow up visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team.
- 1.3. This report outlines the improvement journey to date, and seeks the Board’s approval of a proposed approach to a follow up visit by the LGA, and looking ahead, seeks the Board to consider options for continuing the Council’s public transformation and improvement journey in 2020.

2. Recommendations:

The Board is recommended to:

1. Approve the proposed approach for a follow up visit by the LGA Peer Challenge Team, as a part of the Corporate Peer Challenge process;
2. Agree on an LGA follow-up visit from June 2020, pending LGA Peer Challenge Team’s availability; and
3. Consider the options for maintaining public scrutiny and holding the Council to account in continuing its transformation and journey in 2020 outlined at 3.33; and agree the preferred **option 4**.

3. DETAILS OF THE REPORT

LGA Corporate Peer Challenge 2018

- 3.1. As part of its sector-led improvement offer, the LGA provides a tailored Peer Challenge facility for all local authorities. These are sector-led improvement

reviews that look at a standard range of themes as well as the more specific requirements of the authority.

- 3.2. It was agreed by the Best Value Improvement Board in September 2017 that the Council adopt the LGA Peer Challenge as the chosen mechanism for providing the independent review of progress and improvement.
- 3.3. For LBTH, this focused on the Council's progress against the Best Value Directions it was placed under by the former Department for Communities and Local Government (now MHCLG) in December 2014.
- 3.4. The LGA performed a Corporate Peer Challenge of the Council in June 2018 which marked an important milestone in the Council's improvement journey.
- 3.5. Over four days, the Challenge consisted of interviews and focus group sessions with selected staff, councillors and partners – providing critical feedback on areas that may benefit from development, and allowed the Council to gain fresh insight into its progress, learn from best practice and set a course for the next stage of the Council's improvement journey.
- 3.6. The Peer Challenge Team identified a number of general areas where the Council can continue to improve:
 - There are still large areas of services in need of modernisation and some services are still traditional and paternalistic.
 - The Council needs to increase the pace of change and is currently too risk averse as a result of past decision making.
 - Furthermore, the organisation needs to take a more proportionate risk based approach and empower officers to be less cautious and bureaucratic in order to drive through improvements at a faster rate.
 - To ensure the Council moves forward quickly, there needs to be an unrelenting focus on the areas of failure.
- 3.7. Detailed feedback from the Peer Challenge Team is summarised at Appendix 1, but the key recommendations of the LGA Feedback Report were:
 - The Council now needs to grasp opportunities and drive the pace of change to achieve the potential of the place
 - Be forward looking and learn the lessons of the past but not be fettered by them
 - Be confident and bold about the Council's ability to be normal and even strive for excellence, review its risk appetite and take account of the role of Internal Audit in managing this
 - Increase the pace of decision-making and implementation by removing bad bureaucracy whilst retaining good governance
 - Address the barriers to sustainable change such as the over-use of interims and agency staff, some of the practices of the Human Resources department and the problems with the ICT systems
 - There needs to be an unrelenting focus on the previous areas of failure including Children's Services
 - Reform the services that are still traditional and paternalistic

- Maximise the potential, ability and enthusiasm of all Members
- Further break down silos and embed cross organisational working
- Continue to promote, cascade and embed behavioural and cultural change by engaging the whole organisation
- Maximise the advantages of the Council's financial standing whilst instilling more robust financial discipline and delivery of efficiency and value for money

Establishing the TIB and Transformation and Improvement Action Plan

- 3.8. In December 2018, the Mayor established the Transformation and Improvement Board (TIB) to continue the progress made by the Best Value Improvement Board, given the Secretary of State for Ministry of Housing, Communities and Local Government lifted directions placed on LBTH.
- 3.9. The TIB oversees the implementation of the Improvement Action Plan – the Council's response to the recommendations of 2018 LGA Corporate Peer Challenge.
- 3.10. The Improvement Action Plan sets out the activity planned in the response to each of the 11 key recommendations at 3.7 and is monitored on a quarterly basis by the TIB.

LGA Corporate Peer Challenge - follow up visit

- 3.11. The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team.
- 3.12. The follow-up is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council, but the expectation is that it will occur within the next two years, i.e. by June 2020.
- 3.13. It is expected that the follow-up visiting peer team will assess the Council's progress against all recommendations in the LGA feedback report.
- 3.14. It is also expected that the visiting peer team will assess the Council against areas of focus:
- Leadership and management
 - Approach to change
 - Performance monitoring
 - Financial planning and viability
 - Getting the best from staff

Self-Assessment

- 3.15. In preparation for the follow up visit CLT will be asked to complete an online self-assessment. This will help us to understand our progress in the last two years and identify areas where we still need to improve.
- 3.16. The LGA has developed a LGA Transformation and Innovation Exchange to support local authorities to deliver better value for money and improve outcomes for communities. Significantly, this includes a self-assessment tool which is designed to support councils to realise their ambitions for change and identify improvement opportunities. It will help councils to identify how effective they are currently, and where they would like to get to in 18 months' time. The tool is targeted at senior management and leadership teams and focuses on the following areas: leadership & management, approach to change, performance monitoring, financial planning and viability, and getting the best from staff.
- 3.17. The tool consists of a series of statements which are related to the key characteristics of an effective council, to which senior managers and lead councillors are invited to agree or disagree. The results identify the areas in which an authority is strong, or in which an authority may have potential for further improvement, and directs you to resources to help with that.
- 3.18. In summary, there are four stages to using the tool:
- 1) Senior managers to complete the tool, giving their own personal view about the authority – the LGA also suggests involving portfolio holders/lead councillors;
 - 2) Bring the senior managers together to compare their thoughts and arrive at a single, 'official' view about the authority;
 - 3) Review the results, to see the areas where the council is strong and, particularly, where it may benefit from further improvement – the tool also allows comparison to other authorities; and
 - 4) Discuss the 'official' view agreed by senior managers with the Leader and lead councillors (if they did not take part in the assessment); and then choose whether or not we wish to make public a summary of our self-assessment.

Timeframe

- 3.19. The timing of the visit is determined by the Council however the expectation is that this will be held within two years of the original review.
- 3.20. The self-assessment exercise will take place in January 2020 to allow sufficient time to work with the LGA to set out what areas we would like them to review in addition to the progress made against their recommendations.

Proposed approach: follow-up visit

- 3.21. SPP will contact the LGA to seek a follow-up visit, as a part of the June 2018 Corporate Peer Challenge, scoping potential visit dates in 2020.

- 3.22. It is proposed that the visit be held from June 2020 – which means peer review activity occurs after the GLA election, but within the LGA-suggested two years.
- 3.23. Prior to the follow up visit, LBTH will provide the LGA Peer Team with a Summary Progress Statement - building on the Summary Position Statement provided in 2018, this will be based on the TIB Improvement Action Plan.
- 3.24. The Summary Progress Statement will include a description of the activity undertaken in response to the recommendations in the Peer Challenge Team's June 2018 Feedback Report.

Review of TIB and continuing the Council's transformation and improvement journey

- 3.25. Following the removal of the Directions placed on the Council the Transformation and Improvement Board (TIB) was set up in December 2018.
- 3.26. The TIB has served as the Mayor's external facing improvement board. The Board has ensured that the improvement journey the Council has undertaken in previous years is sustained long term. It has supported the aim to be a modern and efficient Council and has focused on the pace of change and areas of weakness. The TIB has performed the following roles:
- Driven sustainable transformation and improvement across the Council;
 - Provided oversight, support and challenge to officers;
 - Challenged the pace and impact of the Council's transformation and improvement activity/plan;
 - Held Cabinet Members and Responsible Officers to account to ensure the delivery of the transformation and improvement plan;
 - Taken forward the recommendations made by the LGA Corporate Peer Challenge.
- 3.27. The TIB's work programme was developed to focus on a number of areas covering the Mayor's priority areas and significant areas of Council improvement activity which will have a direct impact on residents. The work programme:
- Ensured all outstanding actions from the Best Value Improvement Plan are completed;
 - Provided oversight to the delivery of the LGA Corporate Peer Challenge and Planning Peer Challenge action plans;
 - Provided 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;
 - Monitored the implementation and progress of external facing transformation programmes such as the Customer Access transformation;
 - Review the performance of key services in relation to the Mayor's key priority areas, specifically: safer communities and ASB, housing and capital delivery, cleaner streets and environment, work and greater prosperity, and a new vision for regeneration.

- 3.28. The TIB has completed its work programme for 2019. In developing the work programme for 2020 we need to consider where the TIB can add value and ensure it supports the Council's ongoing improvement journey. The LGA self-assessment, which CLT is set to undertake as part of preparation for the LGA follow up review, provides an opportunity to identify where the Council is under performing and areas which the TIB could include in its work programme to help drive through improvement at pace and in a way that will best improve outcomes for residents.
- 3.29. There have been significant public-facing achievements in 2019 with the result of the OFSTED inspection graded Tower Hamlets Children's Services as GOOD, the launch of the Local Community Fund programme for over 50 projects, and the council is strengthening its collaboration and integration with key partners through the Partnership Executive Group (PEG) and the holding of a business summit with over 100 members of the business community at Canary Wharf.
- 3.30. So too within the council, significant progress and transformation has been made in 2019: the entire LBTH network replaced and upgraded which has improved system speed, productivity and convenience for users; while the Council has deployed secure, stable, fast WiFi to corporate and public users cross the borough; a new strategic plan has been developed which puts a strong focus on outcomes, along with a new Target Operating Model to provide focus and clarity on delivery; a significant review of council strategies and partnership boards has helped increase the pace of decision making and improve service delivery.

Options for continuing transformation and improvement journey in 2020

- 3.31. Now that TIB fulfilled its roles as an external-facing improvement board, and delivered its 2019 work programme, it is timely to consider alternate arrangements.
- 3.32. Going forward, it will be essential to continue the commitment to be open and transparent in the Council's ongoing improvement journey and that public scrutiny is maintained such that the Council is held to account publicly for delivering transformation and improvement.
- 3.33. Considering next steps, a number of options for continuing the Council's transformation and improvement journey in 2020 include:
- **Option 1. Status quo: maintain the TIB** – this option preserves current arrangements which means continuing support for this board and requires establishing a work programme for 2020 – prior to a follow-up visit. Benefits are that public scrutiny is maintained, and drawbacks are that the board is a duplication of other Council oversight and the board may lack direction without a work programme.
 - **Option 2. Ask the Mayor: Question and Answer event** – this option builds on the Mayor's existing public engagement by holding a focused session

on transformation and improvement where residents may ask questions. Benefits are public scrutiny and resident engagement, while drawbacks include that there may be little resident interest in transformation and improvement and resulting discussions may be too specific and unstructured, with little corporate strategic value, and there is no explicit scrutiny member involvement.

- **Option 3. Cabinet extraordinary session for 2020: State of the Borough** – this option provides for Cabinet to review and explore in depth the status of the Council’s transformation and improvement activity in a one-off session, and can be held post LGA follow-up visit. Benefits are that existing public scrutiny is maintained (via Cabinet), with drawbacks being an extra burden on Cabinet, and lack of explicit scrutiny involvement.
- **Option 4 (preferred option). Executive and Scrutiny Deep Dive** - Cabinet, Overview and Scrutiny Committee members hold 1-2 deep dive meetings into the Council’s transformation and improvement progress, focussing on particular areas of interest or improvement - and can be held post LGA follow-up visit. The benefits are that this is public-facing, and involves non-executive elected members (scrutiny) and that this is a streamlined approach. The drawback is that these events need to be managed and supported.

3.34. Option 4 is the preferred option as it balances the need to be open and transparent, and publicly-accountable for the Council’s transformation and improvement, while being not overly burdensome in terms of resources and support, and providing an opportunity for focused and deeper reflection of the underlying issues. The deep dive meetings, post follow-up visit, would be designed with scrutiny members with the first meeting proposed for September to allow for the LGA follow-up visit feedback to be considered.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 There are no specific financial implications emanating from this report.

7. COMMENTS OF LEGAL SERVICES

7.1 The Council is obliged to demonstrate Best Value in the delivery of its functions in terms of economy efficiency and effectiveness. This is the Best Value duty under section 3 of the Local Government Act 1999. The Transformation and Improvement board activity and the Peer Challenge review provide strong evidence of the Council’s compliance with this duty. A further peer challenge review will continue this good practice.

7.2 All four options relating to the future of the Transformation and Improvement Board are legally sound and possible. However, it should be noted that none of the options allow for executive decision making. Therefore, recommendations that emanate from any of the resulting options will need to

be formalised by the executive and presented for decision making to the Mayor in cabinet prior to being formally adopted by the executive.

- 7.3 The contents of this paper does not give rise to any immediate Equality Duty legal issues.

Linked Reports, Appendices and Background Documents

Linked Report

NONE

Appendices

1. Summary of LGA feedback report

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

NONE

Officer contact details for documents:

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Appendix 1 – Summary of LGA feedback report

Response to three scope Qs set by LBTH:

1. To explore how the Council adequately addressed the directions issued by MHCLG and the expectations of the departed Commissioners
[action 1] **Property** – ‘There is now the need to further develop the Asset Management Strategy to ensure the Council optimises benefit against strategic priorities’ (p10)
[action 2] **Procurement** – ‘there is scope to streamline and speed up the decision-making process without jeopardising due process’ (p10)
[action 3] **Grants** – ‘it now needs to enhance the role of Internal Audit in moving to a more proportionate risk-based approach’ (p10)
[action 4] **Communications** – ‘approach to external communications needs further development to make it relevant to Tower Hamlets the place, the Council’s aspirations for the Borough and the role of Members as ambassadors’ (p10)
2. To review if the Council is adequately addressing its chosen priorities and are these delivering continued improvement to local residents and businesses?
[action 5] ‘aspirations that are made clear at a senior level within the Council and with partners need to be further implemented throughout the Council through heads of service, middle managers, team leaders and with all frontline staff’ (p11)
3. Is the council identifying key challenges and setting realistic yet ambitious targets for the future?
[action 6] ‘Council is prioritising a 10 year Capital Investment Strategy to achieve its priorities and has also adopted an Outcomes Based Budgeting approach to delivering efficiencies.’ (p11)
[action 7] ‘As the Council increases in confidence it should ensure that targets for delivery are stretching. The issue for the Council, its staff and partners is not the identification or setting of the targets themselves but the Council’s approach to resourcing and delivering targets at pace. This is its immediate and future challenge.’ (p11)

The Peer Challenge Team’s comments under the five core questions used by all LGA Corporate Peer Challenges:

Understanding of the local place and priority setting

- [action 8] ‘the future focus needs to be on consolidating this position and working towards being more outcome focused, both at a senior level and with partners and through the Council to frontline staff.’ (p12)
- [action 9] ‘The areas of improvement that are presently required include the need for the Council to continue to tackle the **School Place Planning issues** and thereby address the concerns of some children having to travel some distance to school and deliver the **Sufficiency Strategy** in Children’s Services. As we have commented Tower Hamlets has a rich diversity of cultures and faiths and in this context the Council needs to **be clearer about how it responds to issues of faith and the**

Council's role in supporting faith and cultural practice. An example is the growing need for places of worship which may take up space in community facilities which already experience high demand and therefore impact on use by others. As its population grows and diversifies the Council needs to plan for these needs. It is also important that the Council develops a Growth/Economic Development Strategy that delivers the priorities of the place and this is addressed further in the next section.' (p12)

Organisational leadership and governance

[action 10] 'the Council is presently risk averse and it needs to review its risk appetite as part of improving the pace of decision-making and action to implement policy. As part of this cultural change, the Council needs to promote a more balanced and proportionate risk management approach to enable the Members and officers to become innovative, confident and ambitious for the Council, whilst still respecting and following good governance and Internal Audit recommendations' (p13)

Financial planning and viability

[action 10] 'there is a need to also focus on financial discipline within departments so that they are meeting their spending forecasts and targets. The Medium Term Financial Plan and 10 year Corporate Capital Plan are in place but prioritisation needs to be developed alongside investment to ensure sustainability and alignment with the Council's priorities. The peer team recommend that an Asset Management Strategy is created that covers all of the assets of the Council.' (p16)

Transformation & Improvement Board 9 December 2019	 TOWER HAMLETS
Report of: Ann Corbett	Classification: Unrestricted
Title Community Safety Transformation	

Lead Member	Councillor Begum, Cabinet Member for Community Safety
Originating Officer(s)	Ann Corbett, Divisional Director of Community Safety
Wards affected	All wards
Strategic Plan Priority / Outcome	Priority 2 - A borough that our residents are proud of and love to live in Outcome 3 - People feel safer in their neighbourhoods and anti-social behaviour is tackled

Executive Summary

This report focuses on the progress of seven areas of priority set out in the letter from the Mayor to the Chief Executive on 6 June 2018 under the heading ‘Safer communities and ASB’. These are:

- Rise in youth violence
- Reassuring the community about wider crime and ASB
- Close working with police
- Violent Crime Summit
- The council funded police officers
- Neighbourhood Management Pilot
- The chairing of a Crime and ASB Board

Within this framework, the report covers the transformation journey that the council has undergone within the community safety service, the achievements and the challenges the council faces in responding to community safety concerns.

Recommendations:

The Transformation & Improvement Board is recommended to:

1. Note the report and comment on the progress made to date in relation to the Mayors community safety priority areas.
2. Comment on how the Transformation and Improvement Board can best support the ongoing work of these community safety priority areas.

1. REASONS FOR THE DECISIONS

- 1.1 The Transformation and Improvement Board are asked to comment on the report in order to influence how community safety services are delivered and communicated in future.

2. ALTERNATIVE OPTIONS

- 2.1 N/A

3. DETAILS OF THE REPORT

- 3.1 *Background information*

The ASB Blueprint was produced in March 2017 following a 6 month independent review of how the borough dealt with ASB. The Blueprint identified a new, victim centred approach for the Council and partners to adopt in order to better respond to anti-social behaviour and the impact on residents' quality of life and set out an ambitious programme of change in terms of how the council would tackle ASB. It set out 3 priorities and a targeted approach to be taken over the following year to address the issues of ASB.

In 2018, the Mayor set out his clear priorities for community safety in a letter to the Chief Executive. The council's response to the seven areas mentioned in the Mayors letter is outlined below.

- 3.2 Rise in youth violence

In order to understand and address youth violence in the borough, a **Joint Strategic Needs Assessment** into violence was conducted in 2019. This will inform a Violence Vulnerability and Exploitation strategy, which is set to be completed in 2020.

In response to rising levels of knife violence in the borough, the **Knife crime action plan** was produced which reflects a shift from a criminal justice to a public health approach, looking at the long term solutions. The Plan commits to delivering 65 actions. Since commencement of the knife crime action plan, police crime data shows a downward trend of offences compared on a rolling year and between 2018-2019 Tower Hamlets experienced the biggest decrease in knife crime injury victims of all London Boroughs.

The **Exploitation team** is a multi-agency, multi-disciplinary team that brings together both police and children's social care with a dedicated focus on addressing exploitation and gang affiliation, having an overview of serious youth violence and supporting children who are most at risk.

3.3 1. Reassuring the community about wider crime and ASB

The **Gold Standard 'Safer Together' Campaign** was developed in 2017 as a brand to highlight the work the council is doing with partners including Tower Hamlets Police to address criminal and anti-social behaviour. So far, this campaign has included:

- No Laughing Matter campaign - which gave residents information about nitrous oxide and cleared away in excess of 1.2m canisters.
- Operation Continuum – An ongoing partnership strand of the campaign focuses on disruption of the drugs market
- No Place for Hate – continued promotion of a long standing campaign
- Mayor's Acid Charter – Pledge for retailers to sign up to
- Prevent – highlighting the ongoing work of the prevent team
- Other day to day activity such as the seizure of cars, neighbourhood walkabouts and lobbying against the InLink phone booths

A **new ASB delivery model** focused on locality working includes geographically based ASB officers, a Neighbourhood Management approach to ASB in the North-West of the borough and the reintroduction of Neighbourhood Walkabouts with follow up 'Action Days'. This new approach has resulted in better engagement and co-production with residents, panels and local police, better understanding of how to report ASB and increased confidence and trust that the council and policing are taking actions to tackle ASB.

3.4 2. Violence Crime Summit

On the 21st September 2018 the Mayor hosted a summit to discuss violent crime in the borough and its impact on the local community. Around 80 people attended the summit with attendees from across a broad range of local statutory, voluntary and community sector partners.

An evaluation exercise was conducted at the end of the summit which revealed key findings, including the importance of partnership working, the need for targeted support for hard to reach young people and a preference for enabling the voluntary and community sector and faith based communities to be part of the solution. In response to this, the Council drafted a 'Statement of Action' which set out the partnership approach to violence in the borough. All of these five actions have now been achieved.

3.5 3. Close working with police

There is a strong working relationship and intelligence sharing between police and community safety. These are shared through the Rapid Response Team, gangs unit and the exploitation team, as well as through Operation continuum.

Operation Continuum was launched in December 2017 to promote closer working with the police and in response to ongoing reports of drug dealing, drug use and associated criminality. It involves the council coordinating

council teams and partners including the PTF, THH, CCTV team, clean and green, Police Safer neighbourhood Teams, Trading Standards and Licencing and the ASB team. Between 2017 and July 2019:

- 129 people charged with a total of 243 drug supply charges
- 125 people referred to drug treatment
- 57 weapons sweeps conducted (39 weapons recovered)
- 421 ASB warnings issued
- 625 stop and searches conducted

The **Rapid Response Team (RRT)** works with young people (both as victims and perpetrators) to reduce knife crime and group violence. An innovative project funded by the Council was set up in January 2019 with the Royal London Hospital. A Violent Crime Reduction (VCR) Officer is now based at Royal London Hospital to work with people aged 10-26 who have been victims of weapon enabled violence including knife crime to support them through preventative work either in their position as a perpetrator or a victim.

3.6 4. Council funded police officers

In September 2017 the Mayor in Cabinet agreed to invest £3m to fund additional police officers for Tower Hamlets under Section 92 of the Police Act 1996. The Section 92 agreement for the PTF includes a suite of key performance indicators that reflect the priorities of the Council and the Community Safety Partnership (CSP). They range from the number of drug supply arrests, stop and search for drugs and weapons, knife recoveries, and the measure of public perceptions of crime and ASB.

An initial complement of 1 sergeant and 5 constables was made immediately available from 1st April 2018 and this was increased to 1 sergeant and 10 constables from the 5th September (still only 50% of the MPS commitment). A new commitment was made in September 2019 by the new borough commander to increase the allocation to 2 sergeants and 20 constables by November 2019. Under the same scheme, THH has a full complement of 2 sergeants and 11 police constables.

Despite operating at 50% capacity during the full year 1st April 2018 to 31st March 2019, the Partnership Taskforce made 356 arrests, stopped and searched 460 individuals, issued over 350 anti-social behaviour warnings, seized 30 vehicles and confiscated over £25k cash (Proceeds of Crime Act).

3.7 5. Neighbourhood Management

The Neighbourhood Management Pilot began in May 2018 in the North-West of the borough. The primary aim was to respond to ASB concerns in a way that is tailored to the needs of the local area and as a result, increase community satisfaction with ASB services. A recent evaluation of the pilot found that in a short space of time, there have been a number of positive impacts. Although rates of ASB have not decreased in the Pilot area, interviews revealed a perception of reduced ASB, increased feeling that the

council and police are tackling ASB and in turn, improved trust in these organisations. Other impacts include better understanding of how to report ASB, more feedback in relation to the progress of an ASB report and better joint working between partners.

3.8 6. Crime and ASB Board

Following the Mayor's request for a Board that oversees the work to reduce ASB in Tower Hamlets and increases pace and delivery, the Mayor's Crime and ASB Board was set up in December 2018. A review of the board found that members felt there was a good mix of relevant agenda items and saw benefits of having cross-cutting services present at meetings together with political portfolio leads and that this provided effective challenge during discussions.

Achievements include cross departmental working to achieve community safety outcomes such as overseeing implementation of the ASB Blueprint and the Partnership Knife Crime Action Plan. The Board has also provided a forum for decisions to be made about the running of Community Safety Walkabouts in a way that involved the council's partners and gave consideration to community engagement. As a result of meetings there is also now commitment on key issues like CCTV.

4. EQUALITIES IMPLICATIONS

4.1 There are no direct equalities implications arising from this report

5. OTHER STATUTORY IMPLICATIONS

5.1 There are no direct statutory implications arising from this report

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 N/A

7. COMMENTS OF LEGAL SERVICES

7.1 N/A

Linked Reports, Appendices and Background Documents

Linked Report

- Community Safety presentation

Appendices

- NONE

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE

Officer contact details for documents:

Or state N/A

Tower Hamlets Transformation & Improvement Board

Mayoral Priority: Community Safety

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Lead Member: Councillor Asma Begum

Presented by: Ann Corbett

Policy and Strategy Context



Community Safety Policy Context

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Community Safety Partnership Priorities

1. ASB, drugs and alcohol
2. Violence
3. Reducing re-offending
4. Hate crime, community cohesion and extremism

Strategic Plan 2019-2022

Priority: A Borough that our residents are proud of and love to live in

Outcome: People feel safer in their neighbourhoods and anti-social behaviour is tackled

Mayors Manifesto

'Making Tower Hamlets Safer'
Tackling drugs & alcohol, anti-social behaviour and violence against women and girls

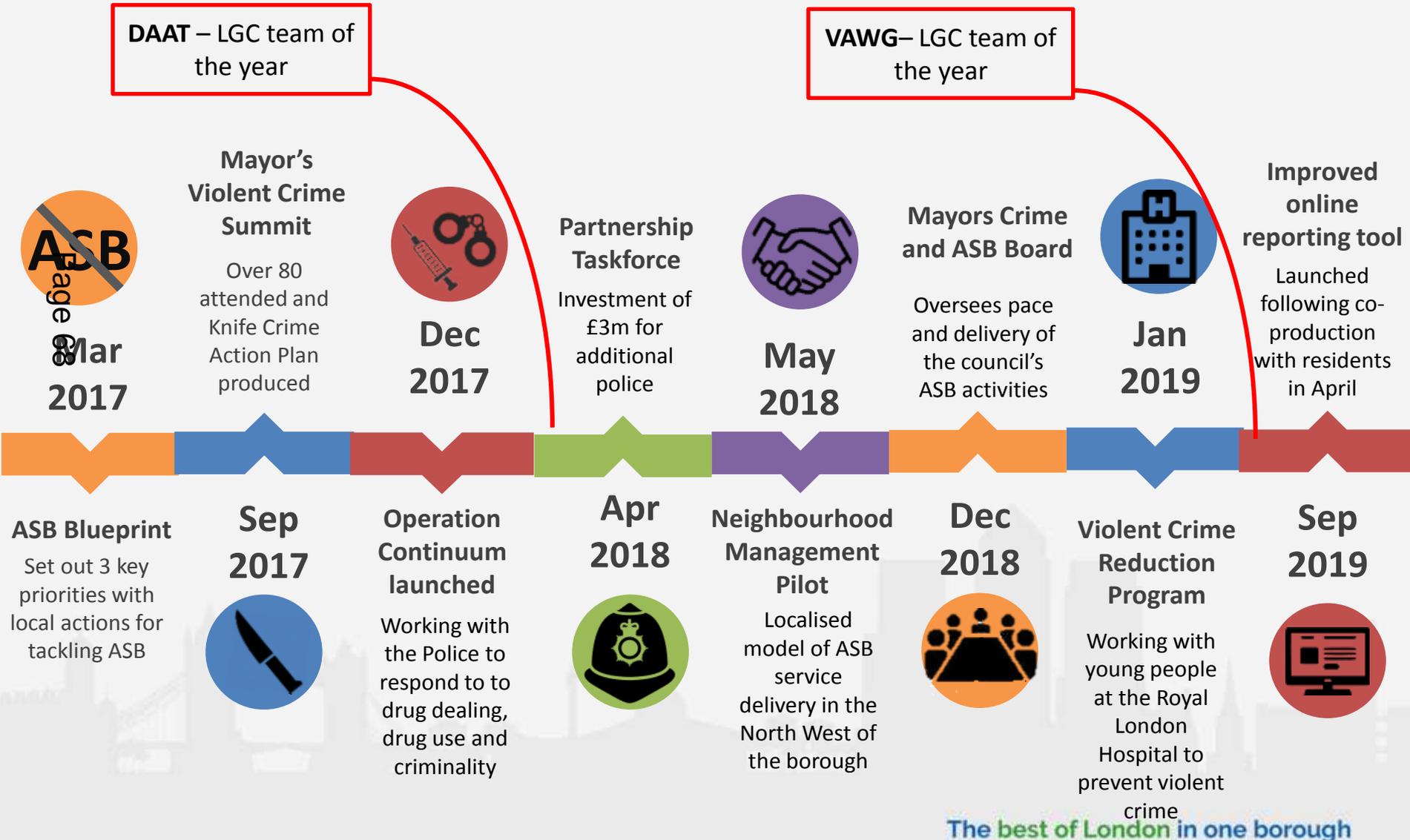
Mayor's letter – “A major priority for the New Administration”



Mayor's letter to the Chief Executive on 6 June 2018 - 7 key areas of focus:

1. Rise in youth violence
2. Reassuring the community about wider crime and ASB
3. Violent Crime Summit
4. Close working with police and youth service
5. The council funded police officers – maximum benefit
6. Neighbourhood Management
7. The chairing of a Crime and ASB Board

The Journey



Achievements



Key Achievements



Priority	Outputs	Outcomes	Impact
Rise in youth violence	<ul style="list-style-type: none"> JSNA on violence conducted Exploitation team launched Knife Crime programme of activity 	<ul style="list-style-type: none"> Greater understanding of violence in the borough Public health approach to violence Exploitation team provide “effective, bespoke services” – Ofsted 2019 	<ul style="list-style-type: none"> 52% decrease in knife injury victims under 25 between Aug 2018 – Aug 2019 Keeping children and vulnerable adults safe
Reassuring the community about crime and ASB	<ul style="list-style-type: none"> 2 Neighbourhood Walkabouts Neighbourhood Management Community Safety, Safer Together Gold Campaigns launched 	Increased confidence in reporting	<p><i>“I feel like I am more willing to report because I feel it is being heard” – local business</i></p> <p><i>“Reporting ASB is now so much simpler and we know there's action going to be taken”</i></p>
Violence Crime Summit	Summit hosted in September 2018, with 80 representatives attending from broad range of partners	Joint goals, expressed in a joint ‘Statement of Action’ between partners	Collaborative working across agencies on knife crime agenda
Close working with police on the issues that matter to residents	<ul style="list-style-type: none"> 396 arrests and 312 of these were for drug offences and drug supply (Operation Continuum) Responded to 5 critical incidents and engaged with 32 victims of assault in quarter 1 2019 (Rapid Response Team) 	Between 2017-July 2019 <ul style="list-style-type: none"> 129 people charged with a total of 243 drug supply charges 125 people referred to drug treatment 	<p><i>“Strong, trusted and effective working relationships have been developed with the Community Safety Service at both an operational and strategic level. Together we are tackling the issues of violence in all its forms, drugs and ASB” – Detective Superintendent</i></p>
Additional council funded police	<ul style="list-style-type: none"> £3m investment to fund additional police officers Chairing of weekly intelligence led tasking meetings 	Between April 2018-April 2019: <ul style="list-style-type: none"> 356 arrests 350 ASB warnings Confiscated over £25k cash. 	<p><i>“There was definitely a step up in terms of police, community police officer presence, and we have seen a reduction in dealing” – local school</i></p>
Neighbourhood Management Pilot	Neighbourhood Manager serving the North West of the borough, co-ordinating responses to ASB complaints and building relationships with residents and with partners	<ul style="list-style-type: none"> Greater joint working between partners Increased trust that the council and police are tackling ASB 	<p><i>“Now, massive collaboration, really good working now under the new manager. We work very well together, that's thanks to John.” - Police</i></p>
Crime and ASB Board	Chairing of monthly/bi-monthly meetings from December 2018	<ul style="list-style-type: none"> Improved governance of community safety outcomes 	Improved pace and delivery

1. Rise in youth violence



- A **JSNA on violence** was conducted in 2019 that will inform a Violence, Vulnerability and Exploitation Strategy (expected in March 2020)
- The **Exploitation team** brings together police and children's social care with a focus on addressing exploitation and gang affiliation
 - Recognised as good practice by Ofsted, June 2019
- The **Knife Crime Action Plan** was coproduced in response to rising levels of knife violence in the borough. A criminal justice to a public health approach.

2. Reassuring the community about wider crime and ASB – A new approach



A Gold 'Safer Together' Campaign

- **'Telling our story'**
 - No Laughing Matter campaign
 - Operation Continuum
 - No Place for Hate
 - Mayors Acid Charter
 - Prevent

A new ASB delivery model

- Locality working
- Better engagement and co-production with residents , panels and local police
- 2 Neighbourhood walkabouts conducted in pilot wards Limehouse and Weavers
- Follow up 'Action Day' on 31 August involving a revamping of Rectory Park (weapons sweep, clean up, lampposts refreshed, park benches removed to deter ASB)

Neighbourhood Management Pilot

- Evaluation completed in October 2019
- Impacts include:
 - Better understanding about how to report ASB
 - Increased feeling of confidence and trust that the council and police are taking actions to tackle ASB

3. Violent Crime Summit – a new collaboration



- Mayor hosted the summit in September 2018
- 80 people attended across a broad range of local, voluntary and community sector partners
- Following the Summit, the Council published a joint ‘Statement of Action’ between partners

Violent Crime Summit – Statement of Action

You said..

Knife crime, domestic violence & gang crime are the most common crimes in the borough

Effective partnership working is key to success and impact locally

Targeted support & outreach to engage hard to reach young people

Enabling the voluntary and community sector to play a greater role

Take a balanced approach to violence through prevention, early intervention & enforcement

We have...

- Implemented a ‘Test Purchasing’ programme to control the sale of knives via the Trading Standards team
- Rolled -out a programme to protect young women from being groomed and exploited
- Created a ‘Major Trauma Team’ at the Royal London Hospital to support young victims of violence on discharge

- Launched a targeted, multi-agency ‘Operation Continuum’ to disrupt drugs market and associated crime & ASB
- Invested £3million of Council resource into additional police officers to tackle drug dealing and violent crime
- Created an Exploitation Team bringing together the Police & key council services to safeguard vulnerable residents

- Enhanced our Rapid Response Team providing targeted outreach to young people at risk of gang involvement
- Secured £1.3million London Crime Prevention Fund monies to support crime reduction initiatives
- Supporting ‘people aged 10-18 in the’ criminal justice system via the Youth Offending Team

- Opened a 3 year, £550k fund to support organisations delivering crime reduction initiatives & projects
- Established a borough-wide training programme to teach de-escalation methods to young people
- Maintained youth hubs across the borough offering a range of support services to young people

- Introduced a knife crime education programme in schools and colleges
- Allocated a dedicated social worker to prevent children who are victims of violence becoming violent
- Supported intelligence led stop & search by the police and community led weapons sweeps

We will...

Develop a new Violence Against Women & Girls (VAWG) Strategy

Re-align the Council's services to deliver a more integrated response to crime & ASB

Employ St Giles Trust to offer outreach to those over 18 who are at risk of gang involvement

Launch a Local Community Fund of £540k over 3 years for local groups working to improve community safety to bid for

Develop a ‘Public Health’ approach to violent crime, including a Violence Joint Needs Assessment

4. Close working with police – a trusted partnership



- Positive working relationship and intelligence sharing between police and community safety
- Shared through the gangs unit and exploitation team, CCTV , Community Safety Response Team and through Operation Continuum

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- Launched December 2017
- Promotes closer working with the Police
- Responds to drug dealing, drug use and criminality
- Incl: PTF, THH, CCTV team, clean and green, Police Safer Neighbourhood Teams, trading standards and licensing and ASB team
- *Between 2017- July 2019:*
 - 396 arrests (312 for drug offences)
 - 129 charged with 243 drug supply charges
 - £564k seized under Proceeds of Crime Act
 - 57 weapons sweeps (39 weapons recovered)
 - 421 ASB warnings issued
 - 625 stop and searches conducted
 - 125 people referred to drug treatment

- Work with young people to reduce knife crime and youth violence
- Innovative project funded by LBTH set up in Jan 2019 with Royal London Hospital (RLH). A Violent Crime Reduction (VCR) officer is based at RLH working with people aged 10-26 through preventative work
- *In Quarter 1 2019:*
 - The VCR programme engaged with 32 victims of assault
 - Cross border and multi-agency conversations taking place with 12 other boroughs to provide further support
 - RRT has also responded to 5 critical incidents from Apr-Jun

5. Council funded police officers



PTF

- In September 2017 the Mayor in Cabinet agreed to invest £3m to fund additional police officers for Tower Hamlets under Section 92 of the Police Act
- The PTF have been operating at 50% capacity with 1 sergeant and 10 constables
- KPIs that reflect the priorities of the Council and residents – drugs and violence

Weekly tasking meetings

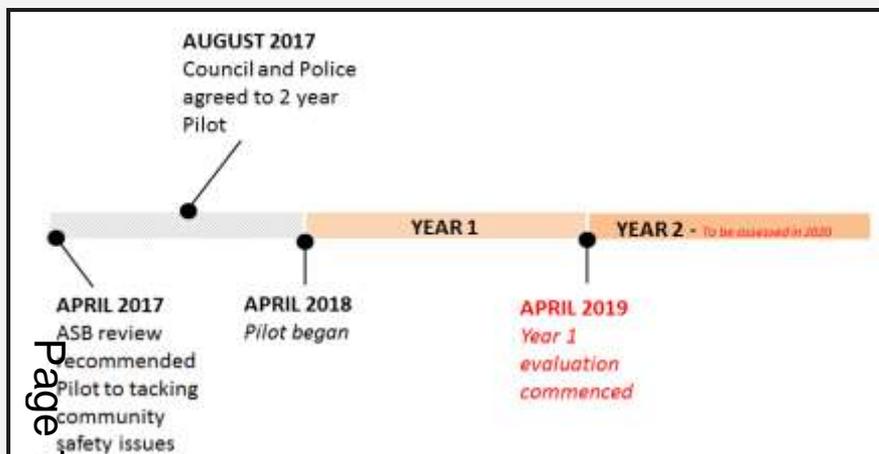
- Weekly tasking process chaired by the Head of the council's Neighbourhood Operations Service has been introduced to ensure PTF resources are directed by the council to address these priorities
- Tasking is **intelligence led**, informed by police information, complaints to the council, Member and Mayoral Enquiries, information from CCTV and our own staff
- Tasking enables the PTF to be co-ordinated with council resources (eg ASB Team, THEOs, CCTV, and THH)

Achievements

- Despite operating at 50% between Apr 18-Mar 19, the PTF made **356 arrests, stopped and searched 460 individuals, issued over 350 anti-social behaviour (ASB) warnings, seized 30 vehicles and confiscated over £25k cash** (Proceeds of Crime Act).

***THH police officers** - Under the same scheme, THH has a full complement of 2 sergeants and 11 police constables

6. Neighbourhood Management



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Increased trust that the council and the police are tackling ASB

“You feel that something's happening, or you feel that somebody is doing something. And even if it's a matter of telling us that they're aware of where the problem is but these are the reasons that they're having difficulty solving the problem, at least you're getting positive feedback, aren't you?” – Local Business

Increased police and council activities around ASB

“So yes, there was definitely a step up in terms of police, community police officer presence, and we have seen a reduction in dealing.” - School

Easier to report ASB

“Reporting the ASBs now are so much simpler, you know, and we know there's action going to be taken.” - Hostel

Increased joint working between partners

“Now, massive collaboration, really good working now under the new manager. We work very well together, that's thanks to John.” - Police



7. Crime and ASB Board – Pace & Delivery



- Set up in December 2018
- 6 monthly review completed

Achievements:

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- Cross departmental working to achieve community safety outcomes
 - Overseeing implementation of the ASB Blueprint and the Partnership Knife Crime Action Plan
 - Community Safety Walkabouts
 - Commitment on key issues like CCTV

Challenges



Managing demand

- 563 reports of ASB to the council in June 2018 – June 2019, which is up from 118 the year before

Substance misuse & violence

- 67% of residents feel that people using or dealing drugs is a problem (ARS 2019)
- Harm versus Volume

Protecting the vulnerable

- 12.61% increase in domestic abuse offences in the last year

Consistency of resident experience & perceptions

- Providing a consistent service to residents across the borough
- Managing expectations – want versus need

Communications

- Locally targeted communications – the hyper local
- Communications around reassurance and perception of safety

Engagement and involvement

- Effectively engaging residents, particularly seldom heard groups

Journey – continuous improvement

Perception of crime vs reality

High demand – volume versus harm

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Financial investment
(£6 million)



Building teams:

- Good leadership
- Investment in staff development
- Changing service model



Evidence based approaches:

- JSNA to understand drivers of violence
- Deep analysis of Annual Resident Survey results
- Thorough evaluation of NM Pilot



More localised response to community safety:

- Neighbourhood Management Pilot
- Geographically based ASB teams

- *Responsive services*
- *Trusted partnerships*
- *Improved Customer journey*

Political ambition and priority

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Tower Hamlets Transformation & Improvement Board

Housing and Capital Delivery

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Lead Members: Cllr Islam, Statutory Deputy Mayor and Cabinet Member for Housing
Cllr Blake, Deputy Mayor and Cabinet Member for Planning, Air Quality and Tackling Poverty

Presented by: Rupert Brandon, Head of Housing Supply
Jane Abraham, Interim Head of Capital Delivery

Agenda Item 5.2

Setting the scene



- Mayor's pledge to deliver 2,000 new Council homes by 2022
- Local Plan targets for increasing the supply new affordable homes
- Meeting housing need, including addressing overcrowding and under-occupation
- Improve quality of life, health and well-being
- Stimulate local economic growth and employment

Key to the success of the programme is delivering at pace without compromising on quality

Setting the scene – affordability



- Annual Residents' Survey 2019: lack of affordable homes, the second highest concern (29%)
- The average house price in the borough in November 2019 was £559,289
- The median ratio of house prices to local earnings in the borough is 12.7 (significantly higher than the national average of 8.0), the Council faces considerable challenges in delivering homes which are affordable to local people on average incomes
- Currently circa 19,000 on council's Common Housing Register: 58% in urgent priority housing need; 38% over-crowded; highest demand for 1 beds (Source: Housing Register October 2019) currently under review
- 39% of the Borough's housing stock is in the Private Rented Sector
- The Welfare Reform Act 2012, Universal Credit, LHA freeze and Benefit Cap affected many residents and created shortfalls and debt

Funding sources

- Housing Revenue Account (HRA) reserves
- HRA or non-HRA borrowing
- Receipts from Right to Buy (to be spent within 3 years or 'banked' with GLA) – can only provide 30% of funding source
- GLA grant
- Section 106 developer contributions
- Cross subsidy from market rent or sale
- Private borrowing from ALMO or through housing company

Delivery of first 1,000 homes



Council homes delivered:	
Property purchase programme (buy-backs)	382
Property purchase programme (s106)	42
Sub-total	424
Council homes in programme:	
On site (to be completed by June 2020)	77
Number of new council homes in the delivery stage (contractors appointed)	65
Number of planning consents for new council homes	239
Planning applications for new council homes due to be submitted by November 2019	128
Property purchase pipeline (buy-backs and s106)	215
Sub-total	724
Total	1,148

Delivery of second 1,000 homes



Infill programme:

- Sites identified for development a 250 new council homes
- Community consultation underway
- Planning applications to be submitted by November 2020

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Estate based schemes:

- Clichy Estate: development options prepared; Resident Panel set up; Independent Resident Advisor appointed. Option to redevelop the estate dependent on outcome of ballot in early 2020. Redevelopment expected to deliver 450 new homes
- Ashington House: re-development expected to deliver 75 new homes

Acquisition programme:

- Purchase of s106 properties
- Buy-back programme

Housing Association supply



Housing associations working in the borough will be delivering 4,842 homes in the borough from 2018-2023.

	Rented	Intermediate	Total
2018/19	462	197	659
2019/20	603	310	913
2020/21	676	523	1,199
2021/22	642	461	1,103
2022/23	495	473	968
Total	2,878	1,964	4,842

Financial viability

- Grant rates are not sufficient to bridge gap between rental income and cross subsidy – LHA leaders and GLA calling for an increase in grant rates
- Cost of borrowing from PWLB has just increased by 1% – discussions taking place with Government to reduce this for house building
- Shared ownership is increasingly difficult to deliver – the Government is suggesting allowing people to purchase new build shared ownership from as little as £2,000 and buying in 1% tranches
- Private finance – various moves to attract pension fund/institutional investment

Other contributions to meeting need



- Reviewing the Housing Register and allocation scheme
- Introducing an annual application review process
- Reviewing bidding activity
- Reducing social housing fraud
- Enforcing tenancy breaches
- Carrying out tenancy audits
- Reviewing the homeless application process
- Introducing an Intermediate Housing Register
- Increasing incentives for under-occupiers to move
- Considering the rejuvenation of Tenant Incentive scheme

Challenges to delivery



- Availability of land
- Competing funding pots
- Number of homes v type of homes
- Mixed tenure including different affordable housing products
- Challenges of small, constrained sites
- Addressing competing priorities
- Delivering on smaller sites
- Sufficient capacity in housing, capital delivery, planning
- Standard built product – quality, value for money, sustainable

Questions?



The best of London in one borough

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