

Transformation Advisory Board



Agenda

Monday, 15 April 2024 at 2.00 p.m.

Council Chamber - Town Hall, Whitechapel

Members:

Chair: Mayor Lutfur Rahman

Richard Penn	(Independent non-executive member)
Sir George Iacobescu CBE	(Independent non-executive member)
Sir Steve Bullock DL	(Independent non-executive member)
Martin Esom	(Independent non-executive member)
Sir Stephen O'Brien	(Independent non-executive member)
Dr Mahera Ruby	(Independent non-executive member)
Dr Kathleen McCarthy	(Independent non-executive member)
Alison Griffin	(Independent non-executive member)
Kate Herbert	(Independent non-executive member)
Hira Islam	(Independent non-executive member)
Stephen Halsey	(Chief Executive - Senior Responsible Officer SRO)
Denise Radley	(Corporate Director of Health and Adult Social Care and Deputy Chief Executive - Deputy SRO)

Officers in Attendance:

Julie Lorraine	(Corporate Director Resources)
Robin Beattie	(Acting Director of Strategy Innovation and Transformation)
Amy Jackson	(Head of Mayor's Office)
Afazul Hoque	(Head of Corporate Strategy & Policy)
Ayesha Hakim Rahman	(Acting Deputy Director of Strategy, Improvement and Transformation)

Contact for further enquiries:

Matthew Mannion, Head of Democratic Services,
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020 7364 4651



Refreshments

These will be available from half an hour before the meeting and Members are encouraged to attend at this time for informal networking and engagement.

Agenda Papers

Hard copy agenda papers should be requested of the clerk (contact details on the agenda front) by Noon the working day before the meeting.

Officers of the Council who are Members of the Board will also be able to access electronic papers on their Mod.Gov Laptop Apps.

London Borough of Tower Hamlets

Transformation Advisory Board

Monday, 15 April 2024

2.00 p.m.

ITEM TITLE	TIME	LEAD	PAGES
1. Welcome and Introductions	2.00pm		
2. Minutes of the Previous Meeting	2.05pm		(PAGES 5 - 10)
3. ITEMS FOR CONSIDERATION			
3.1. Education - Outcomes and Attendance	2.10pm	Steve Reddy, Interim Corporate Director, Childrens Services	(PAGES 11 - 24)
3.2. Partnerships Review	2.55pm	Afazul Hoque, Head of Corporate Strategy and Equalities	(PAGES 25 – 32)
3.3. Transformation Dashboard	3.40pm	Ayesha Hakim Rahman, Acting Deputy Director of Strategy, Improvement & Transformation	(PAGES 33 - 52)
4. AOB and Close			

Next Meeting of the Transformation Advisory Board

Monday 8 July 2024 at 2.00pm to be held in Council Chamber - Town Hall, Whitechapel

Tower Hamlets Council
 Tower Hamlets Town Hall
 160 Whitechapel Road
 London E1 1BJ



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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE TRANSFORMATION ADVISORY BOARD

HELD AT 2.30 P.M. ON MONDAY, 19 FEBRUARY 2024

COUNCIL CHAMBER - TOWN HALL, WHITECHAPEL

Members Present in Person:

Mayor Lutfur Rahman	(Chair)
Richard Penn	(Independent non-executive member)
Sir Steve Bullock DL	(Independent non-executive member)
Martin Esom	(Independent non-executive member)
Dr Mahera Ruby	(Independent non-executive member)
Dr Kathleen McCarthy	(Independent non-executive member)
Alison Griffin	(Independent non-executive member)
Kate Herbert	(Independent non-executive member)
Stephen Halsey	(Chief Executive)

Officers Present in Person:

Julie Lorraine	(Corporate Director Resources)
Amy Jackson	(Head of Mayor's Office)
Kirsty Roberts	(Strategy & Policy Lead)
Matthew Mannion	(Head of Democratic Services)

1. WELCOME AND APOLOGIES

Sir Steve Bullock took the Chair for the introductory items and noted apologies from:

- Sir George Iacobescu (Independent Non-Executive Board Member)
- Hira Islam (Independent Non-Executive Board Member)
- Stephen O'Brien (Independent Non-Executive Board Member)
- Denise Radley (Deputy Chief Executive and Corporate Director, Health and Adult Social Care)
- Robin Beattie (Acting Director of Strategy, Transformation and Improvement)

2. MINUTES OF THE PREVIOUS MEETING

The minutes of the last meeting held on Monday 11 December 2023 were agreed.

Matters Arising:

It was reported that the Partnership Executive had set up a task and finish group which will report to the Board at the next meeting on a proposed new structure for partnership working across the borough.

Richard Penn reported that he had now met with almost all Board Members and was looking to provide a paper on the outcome of those meetings. There had been some very useful discussions on how the Board could develop over time.

3. ITEMS FOR DISCUSSION

3.1 LGA Corporate Peer Challenge Action plan

The item was initially introduced by Stephen Halsey, Chief Executive, who highlighted that the Peer Review team would be returning in August and the intention was to have delivered most of the actions on the plan by then.

The Action Plan was a living document which would be regularly updated.

Kirsty Roberts, Strategy and Improvement Lead, then took Members through the Action Plan in more detail using the presentation set out in the agenda pack.

In particular, she highlighted:

- That the review had been a wide-ranging and rigorous process.
- In relation to the Action Plan some significant actions had already been completed such as those around the accounts and the Annual Governance Statement and initiating a review of the Mayor's Office structure.
- There were four key longer-term findings around the Medium Term Financial Strategy, a workforce strategy, relations with partners and accelerating the People First Transformation programme.

Finally, the Board were asked to consider which items it would like to have more detail on as future agenda items in particular where the specific expertise of Board Members could be valuable.

The Board then discussed the report noting a number of issues/suggestions including:

- Good progress had already been made and so it was important that the Action Plan remained a live document to monitor progress over time.
- The action plan had been to the Overview and Scrutiny Committee and Cabinet and officers were exploring which other Committees could be relevant/useful (including Council).
- The Women's Commission action point was welcome.
- The Board had an opportunity to be a useful discussion space for some of the areas of work.

- It was important for the Council to think about which areas to prioritise and what longer-term strategies would need to be developed. Think about an overarching vision.
- Housing, homelessness and the Housing Revenue Account was an important area for the Board to review.

Actions:

- Board Members to feedback which areas of work they would like to see in more detail at a future Board meeting (especially where they have specific skills/knowledge that could help). Officers to use these to help plan future agendas.
- Officers to explore how to best present Housing/HRA/homelessness as an area for review by the Board.

3.2 Medium Term Financial Strategy

Julie Lorraine, Corporate Director of Resources, took the Board through the presentation on the Medium-Term Financial Strategy (MTFS).

The Board noted:

- The headlines at the start of the presentation including the balanced budget position, protection of statutory services and risk mitigation measures.
- The Council had a full three-year plan MTFS.
- Significant savings of around £43million had been identified. Contracts with third parties in particular was seen as a potential area of significant savings.
- Income generation was an important focus for the Council, but significant risk weighting mechanisms had been introduced to balance opportunities against the risk of under delivery.
- Budgeted use of £20million reserves in the current financial year had been reduced to £1million.
- Investing to save was an important opportunity.
- There must be a clear thread to the Mayor's priorities.
- The three key risk areas were commercial income; delivering the plan and agreed savings; and housing/homelessness.

The Mayor noted that there had been 9 months of hard work to prepare this year's budget and he thanks officers and Members for their hard work on creating a solid report. He welcomed any comments from the Board.

The Board then discussed the presentation and noted a number of points including:

- The Council had yet to look at its technology strategy which could potentially be transformational.
- There are normal political restrictions on how and when to make changes to services.
- The Board suggested caution be shown on the level to which income generation will be successful and that the Council had to ensure it had

the right capacity to support such initiatives. It was noted that this area would be regularly monitored.

Action:

- That updates on the Medium Term Financial Strategy be brought back to the Board as appropriate and that these should look particularly at any identified high-risk areas.

3.3 Income Generation

The Board were then taken through the presentation set out in the agenda on Income Generation.

The update highlighted a number of points including:

- Increasing income generation was a key priority in relation to the Council's Medium Term Financial Strategy.
- It was hoped that the specific expertise of Board Members could be really valuable in helping the Council achieve these goals.
- The Council would implement a commercialisation strategy.
- Early focus including on venues (such as the Registrars at St George's); Idea Stores; better use of the town hall and other property assets; and on arts, parks and events.

The Board were particularly asked to consider what advice they could provide based on their own experiences.

The Board discussed the report and highlighted a number of issues to consider including:

- It would be helpful to see a list of ideas considered high risk (or low risk).
- Leisure centres should be a particular focus as ensuring they offered the right facilities and programmes could create a significant income stream. A lot of work was needed to ensure leisure insourcing would be a success.
- Drive best value for the community – it isn't just about 'profit'.
- Make sure that the Council's support services are set up to quickly support new income generation ideas. It was too easy for delays to be caused by administration and processes.
- Speak to local organisations about what would work for them.
- Make income generation a part of every officers' priorities.
- It was important that Members of the Council understood what this meant for how the Council would operate.

Actions:

- Officers to provide the Board with more information on the Income Generation project, particularly around identified high risk areas.
- Further reports to be presented to the group in future as appropriate in particular around key areas such as leisure.
- Board Members to consider how they can support this work.

4. AOB AND CLOSE

The Mayor thanked everyone for attending and closed the meeting.

The meeting ended at 4.10 p.m.

Chair, Mayor Lutfur Rahman
Transformation Advisory Board

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TAB – 15th April 2024

Education – contextual information on
outcomes and attendance

3rd April 2024



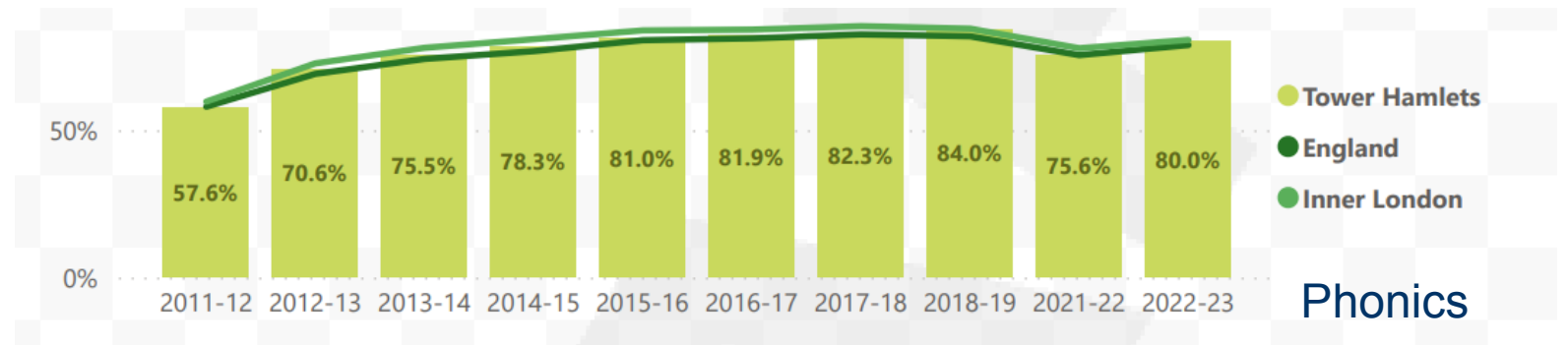
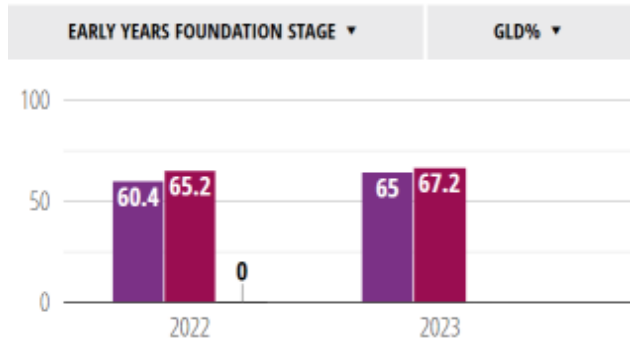
Educational outcomes and attendance - summary



- Outcomes for children in Tower Hamlets are particularly strong at the end of both primary school education and at GCSE in Year 11
- Outcomes are poor at the end of KS5 and barely average at the end of the Reception year
- Attendance in secondary schools is amongst the very best nationally
- Attendance in primary schools is amongst the lowest nationally, particularly in the early years

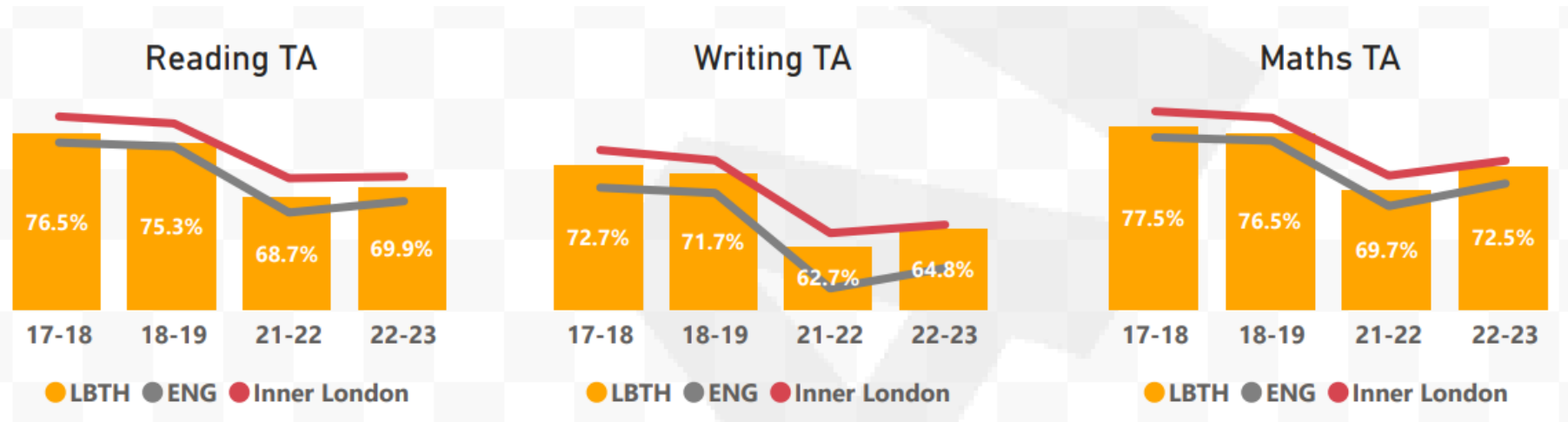


Outcomes: EYFS, Phonics and KS1



Key Stage 1

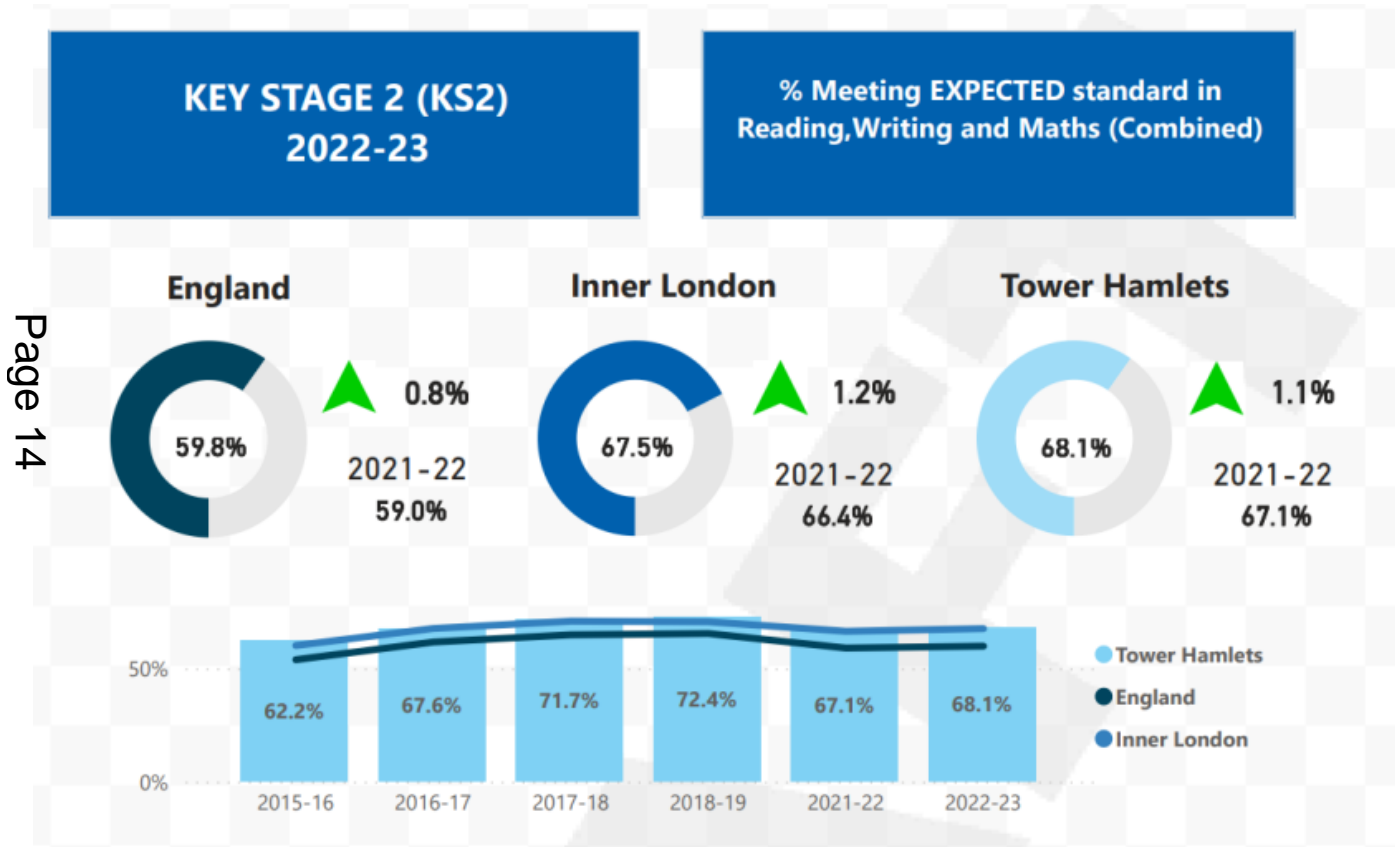
Page 13



Data Source: NCER and Annual Education Dashboard [March 2024]



Outcomes: Key Stage 2



KS2 reading/writing/maths combined expected standard – quartile A

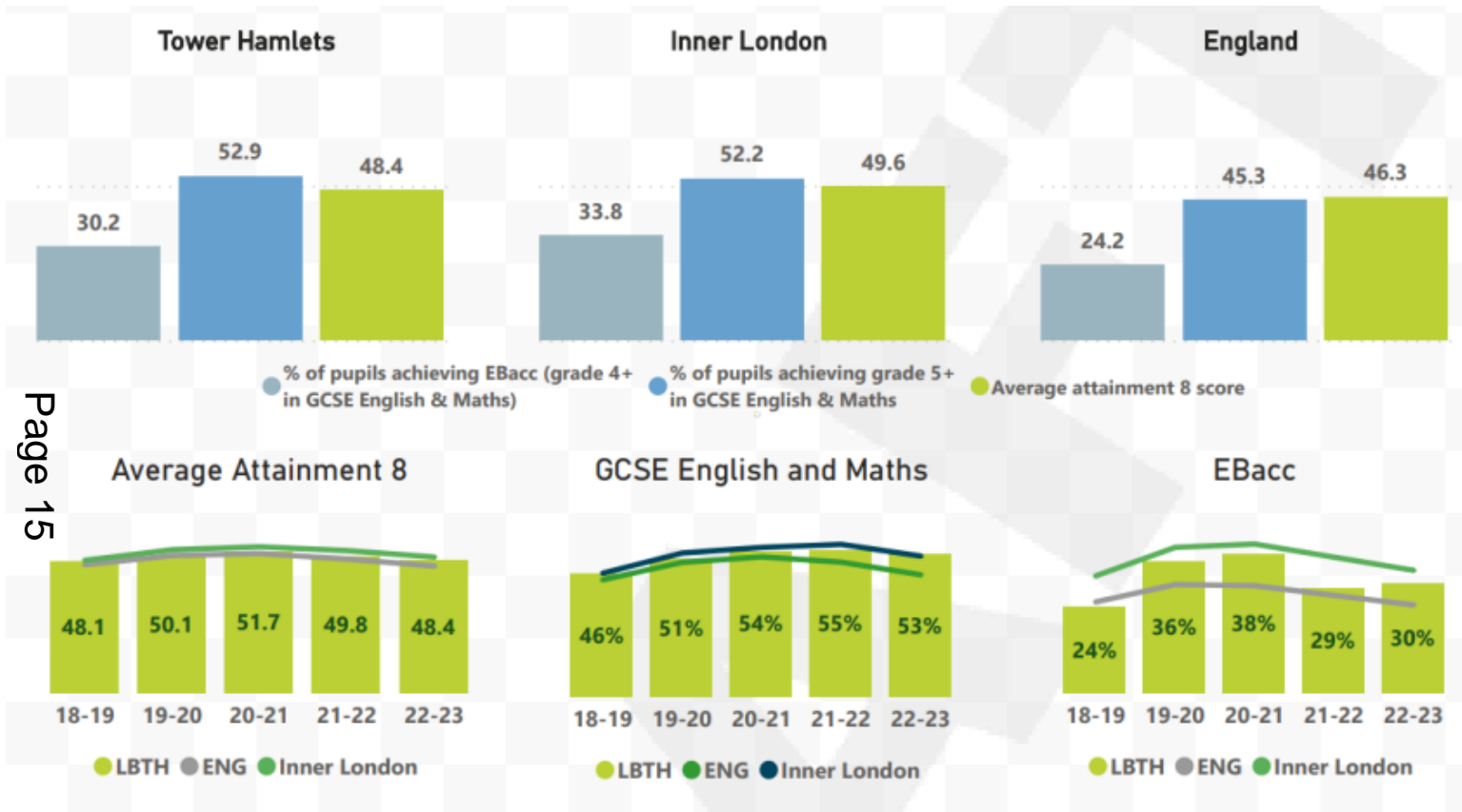
KS2 reading/writing/maths combined higher standard – quartile A

Page 14

Data Source: NCER and Annual Education Dashboard [March 2024]



Outcomes: Key Stage 4



Key Stage 4 outcomes

GCSE En/ma at 4+ – quartile B
 GCSE En/ma at 5+ - quartile A
 Attainment 8 – quartile B
 Ebacc – quartile A

Page 15

Data Source: NCER and Annual Education Dashboard [March 2024]



Post-16 Provision



- In Tower Hamlets:
 - 13 Secondary schools & 1 All-Through with a post-16 provision
 - 1 post-16 provision (East London Arts and Music)
- Joint 13th highest LA for 2021/22 Year 11 cohort continuing in education (92.7%) – mainstream schools only
- Year 11 students continuing in education remains above 92% (last four years)



Post-16 Outcomes



- Students in Tower Hamlets schools perform better than those in the College for 16-18 studies
- Nationally there has been a fall in outcomes from 2022 to 2023, however Tower Hamlets students have seen less of a fall
- Improvements in outcomes between 2022 and 2023 for students in schools as they move from 18th lowest nationally to 34th lowest
- Latest available destinations data shows 81% of all 16-18 students in Tower Hamlets schools move to degree studies
- 31% of students progressed from 16-18 studies in Tower Hamlets schools to the Russell Group universities



Post-16: Outcomes



A-Level average point score	201819	201920	202021	202122	202223	Comments
All colleges and schools	29.9	35.9	35.5	32.5	30.2	4th lowest in 2022 to 17th lowest in 2023
All schools	31.2	38.3	39.6	34.4	31.9	18th lowest in 2022 to 34th lowest in 2023

Page 18

Academic average point score	201819	201920	202021	202122	202223	Comments
All colleges and schools	29.6	35.9	35.5	32.5	30.1	3rd lowest in 2022 to 16th lowest in 2023
All schools	30.8	38.0	39.6	34.3	31.6	16th lowest in 2022 to 31st lowest in 2023

- Outcomes have improved between 2021/22 and 2022/23 by the position in the LA Performance Tables
- Pupils in Tower Hamlets schools have better outcomes than pupils in the College

Data Source: DfE Explore Statistics Pupil Outcomes and Pupil Destinations, January 2024



Post-16: Destination Data



Schools Only	No. All Cohort	No. All degree	% All degree	No. All Top 3rd	% All Top 3rd	No. All Oxbridge	% All Oxbridge	No. All Russell	% All Russell
201516	1338	1047	78.3	344	25.7	3	0.2	289	21.6
201617	1257	1002	79.7	317	25.2	4	0.3	298	23.7
201718	1158	905	78.2	304	26.3	5	0.4	291	25.1
201819	1425	1154	81	326	22.9	9	0.6	307	21.5
201920	1507	1277	84.7	492	32.6	14	0.9	475	31.5

Page 19

- Latest available destinations data shows 81% of all 16-18 students in Tower Hamlets schools move to degree studies
- 31% of students progressed from 16-18 studies in Tower Hamlets schools to the Russell Group universities

Data Source: DfE Explore Statistics Pupil Outcomes and Pupil Destinations, January 2024



Attendance Autumn & Spring 2023/24



	LBTH	London	National	LA Ranking	All LAs
Primary	93.8	94.7	94.6	147	151
Secondary	93.8	92.9	91.3	3	151
Special	86.2	87.1	87.1	75	146

Page 20

- Secondary attendance is the second best in England (after Redbridge 94.1% and Merton 93.8%)
- Primary attendance remains low – 147th from all Local Authorities
- Special attendance is in the middle third of all Local Authorities

*Note: Attendance relates to those aged 5 to 15 (compulsory school age) in state funded schools
Data Source: DfE Explore Statistics, April 2024*



Secondary Attendance



Secondary Schools	201617	201718	201819	202021	202122	202223
Tower Hamlets	95.9	95.6	95.7	96.5	94.6	93.4
Inner London	95.2	95.1	95.3	95.7	93.1	92.3
Outer London	95.2	95.1	95.3	95.9	92.9	92.7
National	94.8	94.6	94.8	95.4	91.4	91.3

Page 21

- Tower Hamlets has higher attendance than all comparators in all years
- Before the pandemic, Tower Hamlets would on average be over 1% higher than National
- Falls in attendance since the pandemic – Tower Hamlets has seen less of a fall than comparators

*Note: Attendance relates to those aged 5+ to 15 (compulsory school age) in state funded schools – Autumn and Spring Terms
Data Source: DfE Explore Statistics, January 2023*



Primary Attendance – Year Groups



Primary Schools	201617	201718	201819	202021	202122	202223
Year 1 and below	94.94	94.57	95.01	95.79	93.09	90.93
Year 2	95.77	95.47	95.65	96.35	93.91	91.90
Year 3	95.96	95.79	95.87	96.58	94.37	92.60
Year 4	96.12	95.91	96.14	96.28	94.57	92.98
Year 5	96.09	96.10	96.28	96.46	94.45	93.47
Year 6	96.34	96.13	96.48	96.51	94.65	93.66
Total	95.86	95.65	95.90	96.32	94.16	92.58

Page 22

- In all academic years, Infant pupils (Year 2 and below) have lower attendance than Junior pupils
- Year 6 has the highest attendance percentage in all academic years
- Year 1 and below has the lowest attendance percentage in all academic years

*Note: Attendance relates to those aged 5+ (compulsory school age) in state funded schools – Autumn and Spring Terms
Data Source: DfE Explore Statistics, January 2023*



Special Attendance



Special Schools	201617	201718	201819	202021	202122	202223
Tower Hamlets	88.4	88.3	88.9	87.3	86.2	84.5
Inner London	89.8	89.4	89.9	85.7	87.0	85.7
Outer London	90.2	89.8	90.2	83.3	87.2	86.6
National	90.3	89.7	89.9	82.8	86.8	86.8

Page 23

- Tower Hamlets had higher attendance in 2020/21 than comparators.
- In 2021/22, Tower Hamlets saw a fall in attendance where all comparators saw an increase
- Tower Hamlets attendance in 2022/23 is the lowest in the last six years unlike London and National

*Note: Attendance relates to those aged 5+ to 15 (compulsory school age) in state funded schools – Autumn and Spring
Data Source: DfE Explore Statistics, January 2023*



Pupils in Tower Hamlets Schools



Pupils	Years R-6	Years 7-11	Years 12 & 13
TH residents	22,102	14,570	3,681
All Pupils	22,722	15,335	4,627
	97%	95%	80%

Page 24

- 97% of pupils in primary reside in the borough
- 95% of pupils in secondary reside in the borough
- 93% of pupils in Year 11 reside in the borough
- 80% of pupils in post-16 reside in the borough





TOWER HAMLETS PARTNERSHIP

Working together for a better borough

Questions for the Transformation Advisory Board

- 1. What more can be done to make sure the skills and expertise of the partnership are effectively used to tackle wicked issues?**
- 2. How can we ensure the Transformation Advisory Board continues to effectively steer and support the Partnership Executive Group's renewed focus on transformation?**

Our Partnership Ambitions

Five cross-cutting calls to action

Tower Hamlets will be a fair, inclusive and anti-racist borough

Everyone in TH should be able to enjoy good mental health and wellbeing

Everyone in Tower Hamlets should feel safe and live in good-quality homes and healthy, inviting neighbourhoods

Everyone in TH should have access to good jobs and skills and an income that meets their basic needs

A child-friendly borough where children and young people from all backgrounds thrive, achieve their best, have opportunities, and are listened to

Page 27

Our commitments (an example)



SIGNATORY TO THE PREVENTION CONCORDAT FOR BETTER MENTAL HEALTH



ENCOURAGE SIGN-UP TO THE MAYOR OF LONDON'S GOOD WORK STANDARD



WHITE RIBBON ACCREDITATION AS EMPLOYERS



ADOPT A LOCAL COMMUNITY WEALTH BUILDING (CWB) APPROACH



BOROUGH OF SANCTUARY STATUS



LEVERAGE THE HEALTH DETERMINANTS RESEARCH COLLABORATION (HDRC) TO ENHANCE EVIDENCE-BASED DECISION-MAKING WITHIN THE PARTNERSHIP

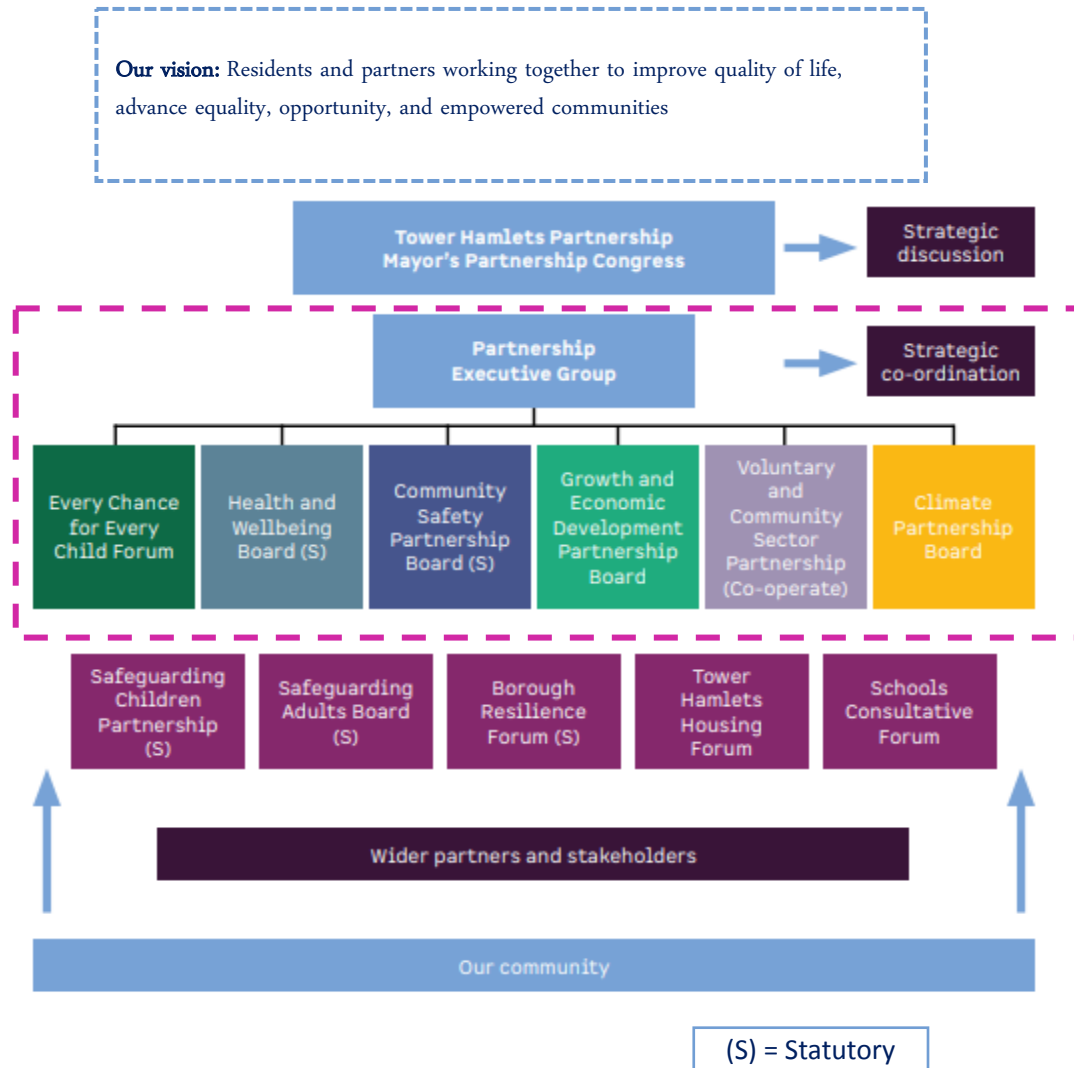
Why the Partnership needs to change

Our vision: Residents and partners working together to improve quality of life, advance equality, opportunity, and empowered communities

➤ Set ourselves up differently to achieve our new transformational vision

⊘ Page 280 c. 80 partnerships sitting under the PEG and thematic partnership

Current ways of working aren't meeting partner/administration needs



A partner-led Task and Finish Group created to review partnership arrangements to:

- **simplify the structure**
- **improve focus**
- **strengthen accountability**
- **and promote transformational partnership working and collaboration**

The Review has focused on PEG and the thematic partnership layer directly underneath this.

Implementation of wider improvements will be down to thematic partnership chairs –this will be supported by principle-based guidance.

Partnership Review: Headline Findings

- **Definition:** the partnership is broad and complex. We need to strengthen joint planning and senior representation to ensure horizontal co-ordination across the partnership, to improve alignment and focus
- **Communication:** happens informally through multiple stakeholders attending the same meetings. Partnership chairs need to address this through a clear engagement strategy
- **Accountability:** maintain informal, trust-based partnerships as opposed to a formal accountability framework
- **Community representation:** This will look different for different partnerships, there is best practice to learn from in the Statutory Boards. The VCS Strategy will be renewed this year and is an opportunity to further develop our approach

Summary Draft Recommendations: A sharper focus and transformational working

R1: Reform the Partnership Executive Group (PEG)

- Page 30
- i. **Focus PEG on a small number of strategic issues** for transformational impact
 - ii. Ensure close **alignment of the long-term strategic vision** and partnership priorities.
 - iii. **Initiate engagement** for the Chief Exec and Mayor to understand partner priorities and opportunities better.
 - iv. Reinvigorate the **“Mayor’s” partnership congress** and **optimize the Mayor’s time for strategic engagement**
 - v. Strengthen work with regional/national **strategic partnerships**

R2: Tackle Duplication and Improve Focus

- i. **Initiate an annual joint work planning** promoting whole system working, and coordination
- ii. **Assess partnerships/sub-groups** to distinguish true partnerships from routine relationships, transition to time-focused TFGs and foster continuous improvement.
- iii. **Strengthen relationships** between health partnerships to ensure more efficient delivery of services.

R3: Develop Distributed Leadership

- i. **A consistent elected member and partner co-chairing model** to empower shared leadership and foster stronger engagement.
- ii. **Consider a dispersed model** for non-statutory boards enhancing sector leadership, effectiveness and sustainability.
- iii. **Implement recommendations from the LGA Corporate Peer Challenge** to improve partnership practice.

R4: Create an Equitable, Inclusive, and Accountable Partnership

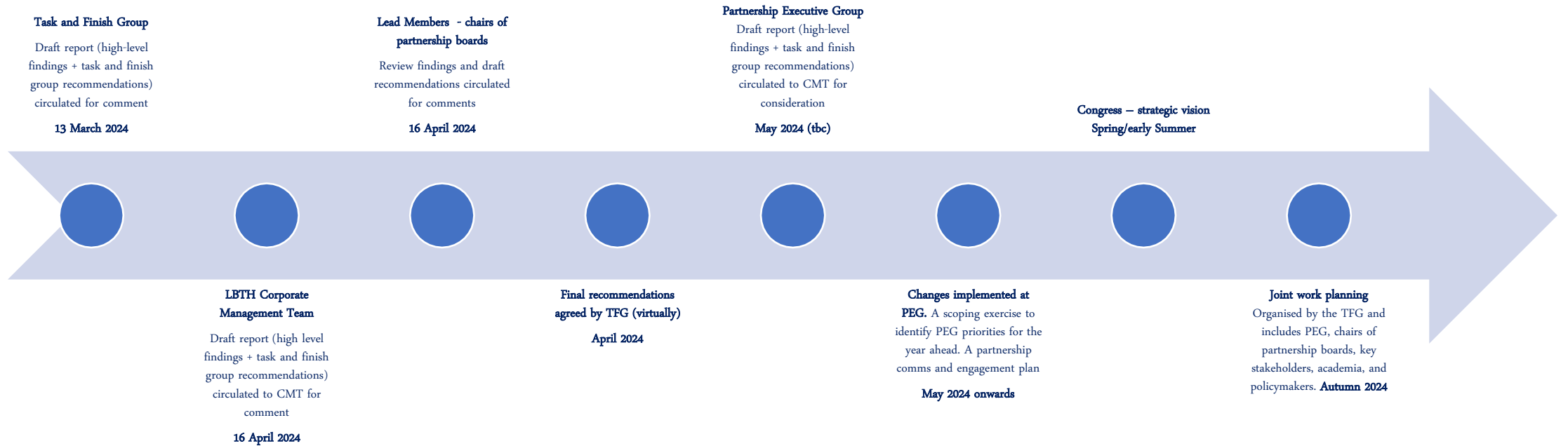
- i. **Improve resident voice and community representation** to address disparities and promote inclusive decision-making and equity, learning from what works and a community-first approach.
- ii. Ensure adherence to **statutory accountability frameworks**, risk management, and **spotlights on joint cross-cutting priorities**

R5: Improve Communications and Engagement

- i. Investigate platforms for collaboration and **action outside of meetings.**
- ii. **Relaunch** the Tower Hamlets **TH_IS Place campaign** and create a communications working group.
- iii. Rebrand the PEG and **improve internal communications.**
- iv. **Showcase partnership accomplishments** through external engagement, awards, and recognition

Indicative Next Steps

Page 31



Questions for the Transformation Advisory Board

- 1. What more can be done to make sure the skills and expertise of the partnership are effectively used to tackle wicked issues?**
- 2. How can we ensure the Transformation Advisory Board continues to effectively steer and support the Partnership Executive Group's renewed focus on transformation?**

TAB DASHBOARD

MAR 2024

TRANSFORMATION DASHBOARD INDICATORS

1. Progress with the peer review improvement plan
2. Budget sustainability in terms of the in-year revenue position, use of reserves, and capital spend to profile
3. Progress with the Mayor's transformational priorities
4. Performance against Department for Levelling Up, Housing & Communities (DLUHC) data metrics
5. Resident satisfaction with delivery of the Mayor's priorities
6. Inward investment in the Mayor's priority areas
7. Progress with transforming the organisation's structure to address the Mayor's priorities and budget position
8. Progress with strengthening governance and performance
9. Confidence in retaining / improving the current OFSTED rating
10. Confidence with Upcoming CQC Inspection

1. PEER REVIEW PROGRESS

KEY RECOMMENDATIONS

2 Completed



16 In progress



18



2. BUDGET SUSTAINABILITY

£85.4m

Q3 FORECAST

Total general fund balance and reserves without restrictions are projected to remain within tolerable limits in the short term at a total £85.4m by the end of the year

£20m

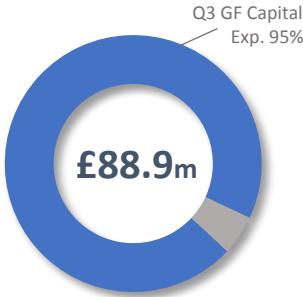
GENERAL FUND RESERVE

Forecast to not fall below the minimum recommended level of £20m

£84.8m

Q3 GENERAL FUND CAPITAL EXPENDITURE

This accounts for 95% of the revised 2023/24 capital budget of £88.9m. The forecast variance of £4.1m is attributed to anticipated net slippages of £6.7m and net overspends of £2.6m across the programmes.



3. MAYOR'S TRANSFORMATIONAL PRIORITIES

PROJECT PROGRESS STATUS

29

COMPLETED

55

ON SCHEDULE

34

REPROGRAMMED

4. DLUHC DATA PERFORMANCE

CORPORATE & FINANCE

↑ 25%

RANKS IN THE TOP 25%

Tower Hamlets ranks 6th among its CIPFA neighbours, with a value of 85.7%, exceeding the local authorities' median of 54.9%.

PLANNING

14/16

↑ TH RANK WITH CIPFA NEIGHBOURS

TH ranks 14th among its 16 CIPFA neighbours, with a value of 91.0%, above the national median of 89.8%. Our neighbours have a median value of 97.4%.

ADULT SOCIAL CARE

↑ 5th

RANKED 5TH IN LONDON

In 2021-22, TH scored 0.422, higher than both England's median (0.409) and our CIPFA neighbours (0.389). TH ranked 5th in London for adult social care users' quality of life, showcasing the effectiveness of its services.

ROADS

↑

In 2018-19, TH had a value of 4.0%, 1 percentage point below CIPFA's nearest neighbour's median of 5.0% for the same period.

ADULT SOCIAL CARE

○

The council shows a mixed picture: users of social care services report a good quality of life, however carers for users of services are showing reducing quality of life scores.

WASTE MANAGEMENT

↓

Waste management is one of the weakest areas for the council. The recycling rate has decreased to 19.7% while the recycling contamination rate is comparatively high at 15%.

5. RESIDENT SATISFACTION

EMPOWER COMMUNITIES & FIGHT CRIME

↑

Overall, the residents believe that the borough is safer now than in 2019

CULTURE, BUSINESS, JOBS AND LEISURE

○

Slight decrease in resident satisfaction, however, users' perception of sports and leisure improved, while users views of libraries and IDEA stores was unchanged

TACKLING THE COST-OF-LIVING CRISIS

↓

People who are struggling financially compared to 2019 has increased significantly

A COUNCIL THAT LISTENS AND WORKS FOR EVERYONE

↓

Several aspects of residents' perception of the council's performance deteriorated from 2019 to 2023

6. INWARD INVESTMENT

£20.8m

EXTERNAL FUNDING PROPOSALS

Not specifically ringfenced to the Mayor's priority areas

7. TRANSFORMING ORGANISATION'S STRUCTURE

£3.4m SAVINGS

DUPLICATION IDENTIFIED AND ADDRESSED by restructuring Directorates.

NEW COMMUNITIES DIRECTORATE Improved alignment with Mayor's priorities.

8. GOVERNANCE & PERFORMANCE

5

CREATED 5 TRANSFORMATION BOARDS + DBMG

Strengthen the governance and improve performance.

£40m

Identified £40m savings

Corporate oversight over restructure	Target Operating Model
Recruitment	Financial discipline
Council-wide efficiencies	Savings and growth bids

9. OFSTED RATING

○

Amber due to DCS being interim, but permanent recruitment is now underway

Measures put in place

Comprehensive system of quality assurance that informs progress against improvement work which includes audit

Peer review activity and performance data and rigorous monitoring system including senior leaders in children's services

Fortnightly inspection readiness meeting

10. CQC INSPECTION

○

- Good preparation with staff and learning approach
- Oversight of inspection preparation through transformation programme
- Good state of readiness – self assessment, case identification and document / evidence log

○

This is a new inspection framework

Agenda Item 3c

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Transformation Advisory Board

Narrative Report on the Council's performance against ten indicators

Contents

Indicator 1: Progress with the peer review improvement plan	3
Indicator 2: Budget sustainability in terms of the in-year revenue position, use of reserves, and capital spend to profile	7
Indicator 3: Progress with the Mayor’s transformational priorities	7
Indicator 4: Performance against Department for Levelling Up, Housing & Communities (DLUHC) data metrics.....	9
Indicator 5: Resident satisfaction with delivery of the Mayor’s priorities	11
Indicator 6: Inward investment in the Mayor’s priority areas.....	12
Indicator 7: Progress with transforming the organisation’s structure to address the Mayor’s priorities and budget position	16
Indicator 8: Progress with strengthening governance and performance.....	16
Indicator 9: Confidence in retaining / improving the current OFSTED rating	17
Indicator 10: Confidence with Upcoming CQC Inspection.....	18

This document outlines the council’s progress against 10 performance indicators that are proposed to form the Transformation Advisory Board (TAB) Dashboard. The Dashboard

remains draft at this time subject to final review and agreement by the TAB and will be used by the TAB to review progress and inform the Board on priority areas for support and guidance. The 10 indicators are:

1. Progress with the peer review improvement plan
2. Budget sustainability in terms of the in-year revenue position, use of reserves, and capital spend to profile
3. Progress with the Mayor's transformational priorities
4. Performance against Department for Levelling Up, Housing & Communities (DLUHC) data metrics
5. Resident satisfaction with delivery of the Mayor's priorities
6. Inward investment in the Mayor's priority areas
7. Progress with transforming the organisation's structure to address the Mayor's priorities and budget position
8. Progress with strengthening governance and performance
9. Confidence in retaining / improving the current OFSTED rating
10. Confidence with upcoming CQC Inspection

Indicator 1: Progress with the peer review improvement plan

Overall RAG rating: AMBER

In September 2023, London Borough of Tower Hamlets was reviewed as part of the Local Government Association (LGA) Corporate Peer Challenge, which aimed to evaluate the performance of the council. The peer team suggestions and recommendations span 18 areas:

1. Strategic vision
2. Medium-Term Financial Strategy (MTFS)
3. Performance management
4. Workforce strategy
5. Mayor's Office
6. Internal governance
7. Working with partners
8. Grant allocation
9. Transfer of property to third parties
10. Cabinet Member responsibilities
11. Membership of committees
12. Member development
13. Diversity
14. Annual Governance Statement
15. Outstanding accounts
16. Organisational capacity
17. Responsiveness
18. 'People First'

Addressing the LGA peer review recommendations is a key priority for the Council and the below table depicts the progress made against the set recommendations from September 2023. These recommendations are broken down to manageable actions, with **2/18 recommendations fulfilled, 9/18 in train, and 7/18 recommendations being reprogrammed, with the latest scheduled completion date being December of 2024.**

The status of completed and in progress actions are extracted from:

[LGACPCDraftActionPlan \(1\).xlsx](#) (downloaded from the council's website).

	Recommendation	Status	Deadline
1	Strategic Vision Develop a more comprehensive long-term strategic vision for the borough and the council which is co-produced with the community.	Underway	May 2024
2	Medium Term Financial Strategy Develop a MTFS, including the Housing Revenue Account (HRA), which can demonstrate the future financial sustainability of the council, and which is aligned to the long-term strategic vision of the council.	Underway	May 2024
3	Performance Management To assist with the focus on delivery of the council's priorities, measures should be taken to enhance the existing performance framework, making better use of data to inform decision making and policy development. Consideration should be given to how the impact of decisions and priority areas is captured.	Being reprogrammed	Mar 2024
4	Workforce Strategy Develop a refreshed workforce strategy to address recruitment and retention challenges. This is particularly important given the current vacancies in key senior management positions and the Mayor's stated priority of the workforce representing the community. The Overview & Scrutiny Committee should be given responsibility for overseeing performance against the council's aim to ensure that its workforce and service provision reflects the diversity of the borough.	Underway	May 2024
Page 39	Mayor's Office Review the roles, functions and deployment of officers within the Mayor's Office. This should be done to ensure streamlined decision making, removing barriers and duplication elsewhere in the council. The council should also ensure that colleagues remaining in the Mayor's Office are given training and development opportunities to ensure a wider understanding of the roles and requirements of different services areas.	Being reprogrammed	Jan 2024
6	Internal Governance Conduct an urgent review of the internal governance arrangements including the board structures to ensure focus on the delivery of priorities, clarity of reporting and clear lines of accountability. This should seek to speed-up decision making, and delegate business-as-usual decisions to an appropriate level.	Underway	Jun 2024
7	Working with Partners To ensure more effective partnership working, the council should consider reviewing current partnership governance arrangements.	Underway	May 2024
8	Grant Allocation Build on the framework for the Mayor's Community Grant scheme and introduce a robust process for the Small Grants Fund and the Emergency Grants Fund, demonstrating links to the corporate priorities, ensuring openness and transparency, and reset relationships with the VCS/third sector. Monitoring of the grants programmes should be undertaken in partnership with the VCS/third sector and overseen by Overview and Scrutiny.	Being reprogrammed	Feb 2024
9	Transfer of Property to Third Parties	Underway	Apr 2024

	Record and formalise Mayoral/member involvement in decision making relating to the transfer of property to third parties; reflecting Mayoral/member oversight in the property and assets policy and procedures document (and developing overarching strategy) Also report decisions in this area to Overview and Scrutiny Committee.		
10	Cabinet Member Responsibilities To speed up the pace of decision-making consideration should be given, as part of the constitutional review, to reviewing the delegated responsibilities from the Mayor to both Cabinet Members and officers.	Being reprogrammed	Jan 2024
11	Membership of Committees The council should consider best practice in relation to the chairing, membership and cross party working in and of key committees such as Full Council, Overview and Scrutiny and Audit. External training for these committees should also be arranged.	Being reprogrammed	Mar 2024
12	Member Development The existing member training and development offer should be strengthened with support initially focussed on Cabinet members and committee chairs.	Underway	Dec 2024
13	Diversity Given the composition of the ruling administration, consideration should be given to how the voices of women and those from different backgrounds are directly influencing policy through their lived experience. It is recommended that the council actively promote the LGA's 'Be a Councillor Campaign' to promote the opportunity for women and people from underrepresented groups across the borough.	Underway	Dec 2024
14	Annual governance Statement Prepare and publish the Annual Governance Statement.	Completed	Dec 2023
15	Outstanding Accounts Outstanding financial accounts going back to 2018/19 need to be resolved with the external auditors as a priority.	Completed	Jan 2024
16	Organisational Capacity Develop the corporate centre so that it is genuinely a strategic enabler and provides the appropriate accurate management data and information to support the transformation of the organisation.	Underway	Dec 2024
17	Responsiveness Review the council wide approach to handling member enquiries, complaints and freedom of information (FOI) requests to ensure less duplication, faster responses and greater efficiency.	Being reprogrammed	Mar 2024
18	'People First' Accelerate the 'People First' transformation programme and develop a clear narrative ensure a common understanding. (This should be entwined with the development of the strategic vision).	Being reprogrammed	February 2024

Indicator 2: Budget sustainability in terms of the in-year revenue position, use of reserves, and capital spend to profile

Overall RAG rating: **GREEN**

Tower Hamlets Council is ensuring achievement of the agreed priorities and objectives, as set out in the Strategic Plan, in a more efficient and financially sustainable manner. The People First Transformation Programme is being realised through a robust governance framework to strengthen corporate grip and bring more rigour to the council's financial management.

To date, the increased corporate oversight over the financial management process has manifested in improved overall forecast General Fund outturn position reported from quarter 2 to 3 (a favourable movement in the forecast outturn position by £4.3m). The in-year revenue position is comparable or better than peer authorities.

Below is a summary of budget sustainability broken down by (1) in-year revenue position, (2) use of reserves, and (3) capital spend to profile:

1. In-year revenue position

- Revenue net expenditure budget for 2023/24 is £445.5m. The year-to-date actuals to period 9 (31st December) amount to £482.2m. The period 9, 2023/24 financial forecast is an underlying gross overspend of £19.3m. However, the net drawdown of earmarked reserves is planned to bring the position down to a forecast underspend variance of £0.1m. Based on the Quarter 3 forecast, total general fund balance and reserves without restrictions are projected to remain within tolerable limits in the short term at a total £85.4m by the end of the year.

2. Use of Reserves

- The council has brought forward general and earmarked reserve allocations from previous years to ensure that (1) council maintains general balance to provide contingency against unplanned events, (2) earmarked reserves are maintained to help cushion the impact of uneven cash flows and (3) avoid unnecessary temporary borrowing as well as setting aside funds to meet known or predicted future liabilities, thus ensuring budget sustainability in upcoming years.
- The General Fund reserve is forecast to not fall below the minimum recommended level of £20m.

3. Capital spend to profile

- £88.9m was approved for the revised General Fund capital programme for 2023/2024 by council in February 2024.
- The Period 9/Quarter 3 forecast outturn General Fund capital expenditure for the year is £84.8m, which represents 95% of the revised 2023/24 capital budget of £88.9m. The forecast variance of £4.1m, is due to expected net slippages of £6.7m and net overspends of £2.6m across the programmes.

Indicator 3: Progress with the Mayor’s transformational priorities

Overall RAG rating: **AMBER**

The Mayor of Tower Hamlets has an ambitious agenda to improve the lives of the borough residents by addressing eight key areas. This agenda is embedded in the Tower Hamlets Council strategic plan 2022-2026 which outlines eight priorities for the council for the upcoming years:

1. Tackling the cost-of-living crisis
2. Homes for the future
3. Accelerate Education
4. Boost culture, business, jobs and leisure
5. Invest in public services
6. Empower Communities and Fight Crime
7. A clean and green future
8. A council that listens and works for everyone

To fulfil the pledges of the Mayor of Tower Hamlets, projects and programmes have been launched, fulfilling one or more Mayoral priorities.

No.	Priority Area	Completed	On Schedule	Being Reprogrammed
1	Tackling the cost-of-living crisis	3	5	2
2	Homes for the future	5	6	3
3	Accelerate Education	6	6	2
4	Boost culture, business, jobs and leisure	4	10	3
5	Invest in public services	1	9	5
6	Empower Communities and Fight Crime	5	9	4
7	A clean and green future	2	5	12
8	A council that listens and works for everyone	3	5	3

Indicator 4: Performance against Department for Levelling Up, Housing & Communities (DLUHC) data metrics

Overall RAG rating: **AMBER**

The Office for Local Government (Oflog) was launched in July 2023 with a vision to provide authoritative and accessible data and analysis about local government performance and support its improvement. Oflog has since launched an online tool – Local Authority Data Explorer, which is a dataset covering 31 measures in 6 areas:

1. Waste Management
2. Planning
3. Adult Social Care
4. Roads
5. Adult Skills
6. Corporate and Finance

The below table displays the performance of LBTH against the set metrics:

No	Area	LBTH Performance
1	<p>Waste Management</p> <p>Waste management comprises a range of services relating to waste and recycling. Waste services cover the collection and disposal of recyclable and residual waste. Waste services play an important role in maintaining attractive and welcoming environments in our communities, building pride of places, and boosting local investment</p>	<p>The metrics for waste highlight delivery as an area for improvement which reflects the council's challenges. While the amount of residual waste per household (443kg in 2019-20 to 501kg in 2021-22) has increased in recent years as a result of more people working from home and shopping online, the amount of household waste sent for recycling hasn't increased at the same pace, causing the recycling rate to fall to 19.7% in 2021-22.</p> <p>Our recycling contamination rate is comparatively high at 15%, which impacts negatively on our recycling rate.</p> <p>The population density, fast population growth and high proportion of flatted properties poses significant challenges for waste and recycling services. A lack of internal and external storage for recycling is a particular problem, which the council is addressing through the Flats Recycling Project.</p> <p>Analysis of our waste composition indicates that about 34% of residual waste is food waste. The Food waste collections service currently covers low-rise properties only. The Government's delay regarding confirmation of the Simpler Recycling reform and new burden funding has resulted in a delay to the wider roll-out of the food waste collection service to flats.</p> <p>The recently adopted Reduction and Recycling Plan 2023-2025 sets out a robust response to the above</p>

		challenges, introducing a programme of service improvements and community engagement projects to increase recycling, reduce contamination and reduce residual waste.
2	<p>Planning</p> <p>Planning is a crucial enabler of sustainable development - meeting the needs of the present without compromising the ability of future generations in meeting their own needs. Local Planning Authorities have the power to determine the form and location of development in their area through a range of functions</p>	<p>The selected planning metrics at Tower Hamlets are performing well. In terms of benchmarking, all measures are within the interquartile range compared to all English authorities. The service has been improving over the past few years and all indications are that the service will continue to improve going forward.</p>
3	<p>Adult Social Care</p> <p>Adult social care provides care and support to adults of all ages who require assistance to live their lives independently and the way they want. This includes people with a diverse range of needs, such as autism and learning disabilities, mental health and dementia, as well as family and friends providing unpaid care</p>	<p>The adult social care metrics for LBTH show a mixed picture of performance. Users of social care services report a good quality of life, however carers for users of services are showing reducing quality of life scores. The ease of accessing information about services and support for both users and carers is falling, this is in line with the England and London average. Outcomes for users who receive short term support to maximise independence are not as good as those seen in England or London. The rate of people receiving support is one of the lowest in London which is likely to reflect the population which has a lower proportion of people aged 65 and over than average. Staff turnover is higher than the London average</p>
4	<p>Roads</p> <p>Local authorities are central to the effective functioning of much of the country's road network, responsible for maintaining local roads and supporting road safety outcomes. Council responsibilities in this area primarily stem from the Highways Act 1980 and Road Traffic Regulation Act 1984.</p>	<p>The selected metrics on Roads at Tower Hamlets don't have current data available. However, the most recent data available shows good performance. In terms of benchmarking, both measures on road quality are in line with the 16 CIPFA nearest neighbours</p>
5	<p>Adult Skills</p> <p>Adult skills comprise a range of education services for adults that support individual learning and progression of workplace skills, as well as economic growth</p>	<p>In Tower Hamlets there is a strong further education sector, and the council is one of many further education providers in the borough. Many of the adults who engage with council Adult Community Education (ACE) services are unemployed, often on a long-term basis, and may face multiple disadvantages related to poverty and poor mental or physical health. They often have low literacy and numeracy skills and</p>

		limited basic digital skills. ACE offers these adults a crucial first step back into learning and onto the skills ladder. It offers cross-service, integrated solutions for learners facing multiple disadvantage, and puts learners on course to further education and employment.
6	<p>Corporate and Finance</p> <p>This area presents selected contextual information that can give a sense of how a local authority operates. Local authorities are responsible for the financial accounting, control and decision-making for their authority. They must also ensure the authority operates in a manner that enables successful delivery of its functions.</p>	<p>The finance metrics for Tower Hamlets are strong. These metrics should provide the Council with a high level of core spending power, low Council Tax and high earmarked reserves compared to other authorities. Levels of debt are low and debt servicing costs are less than average. This is supported by a comparatively very low level of spending on social care as a percentage of Core Spending Power, suggesting the Council has been better able to fund other services.</p> <p>RESERVES: Tower Hamlets has a value of 85.7%, in the top 25% of local authorities with responsibility for this measure. The median value of all local authorities with the same responsibilities for this measure is 54.9%. Tower Hamlets ranks 6th of its 16 CIPFA nearest neighbours that have data for this measure. The median value of Tower Hamlets' CIPFA nearest neighbours for this measure is 82.6%.</p> <p>CORE SPENDING: Tower Hamlets has a value of £2,194.66, in the top 10% of local authorities with responsibility for this measure. The median value of all local authorities with the same responsibilities for this measure is £1,885.14. Tower Hamlets ranks 6th of its 16 CIPFA nearest neighbours that have data for this measure. The median value of Tower Hamlets' CIPFA nearest neighbours for this measure is £2,157.10.)</p>

Indicator 5: Resident satisfaction with delivery of the Mayor's priorities

Overall RAG rating: RED

In 2023 LBTH conducted the first large-scale face-to-face resident survey since 2019, fieldwork for which was in April and May 2023. The gap between the surveys was caused by pandemic-related closures. A 2021 edition of the survey was conducted via telephone rather than face-to-face meaning the different methods are not comparable. Therefore 2019 survey results have been used as a baseline to evaluate the changes in resident satisfaction in 2023. Resident satisfaction will be assessed in areas that are considered Mayoral priorities to understand the effectiveness of the efforts.

No	Priority areas	Survey Questions	Responses	2019	2023	Comment	
1	Tackling the cost-of-living crisis	Taking everything together, which of these phrases best describes how you and your household manage financially these days?	Manage Well	87%	82%	<p>Compared to 2019, a smaller proportion of residents reported managing well financially and a greater proportion reported experiencing hardship paying essential bills. There were statistically significant increases in the proportion of residents concerned about affording utilities, rent and mortgage.</p> <p>These findings can be explained by a number of external factors, such as the war in Ukraine and rising inflation, and serves as a testament to the crucial need for initiatives that support residents overcome cost-of-living concerns. given that the new strategy has been in place for little over a year, it is hoped that the results of these efforts will be more visible in the 2024 resident survey.</p>	
			Manage Poorly	11%	14%		
		Thinking about your finances, which, if any, of the following are you most concerned about at the moment:					
		<i>Paying other bills or costs</i>	19%	30%			
		<i>Paying the rent / mortgage</i>	15%	29%			
		<i>Paying council tax</i>	15%	27%			
		<i>Paying utilities</i>	15%	50%			
		<i>Paying for food / grocery bills</i>	12%	32%			
		<i>Paying credit card bills</i>	6%	8%			
		<i>Paying loans</i>	4%	4%			
<i>I am not concerned about any of these issues</i>	55%	32%					
	Homes for the future						
	Accelerate Education						
4	Boost culture, business, jobs and leisure	What is your opinion of:				<p>Overall resident satisfaction has slightly decreased with sports and leisure facilities and libraries and IDEA stores, though users' perception of sports and leisure improved, while users views of libraries and IDEA stores was unchanged. Changes to both overall residents' perception and users views of parks and open spaces were not statistically significant meaning views were unchanged.</p>	
		<i>Leisure and sports facilities</i>	Sum Good (all residents)	53%	47%		
		<i>Parks and open spaces</i>	Sum Good (all residents)	66%	67%		
		<i>Libraries / IDEA stores</i>	Sum Good (all residents)	62%	54%		
5	Invest in public services						
6		How big a problem is:					
			Sum Problem	67%	49%		

	Empower Communities and Fight Crime	<i>People using or dealing drugs</i>	Sum Not a problem	31%	42%	Overall concern about crime has decreased since 2019, and residents are less concerned about anti-social behaviour in their local area (those within a 15-20 minute walk of their home). Residents also feel safer both during the day and after dark compared to 2019. There was a decrease in residents' confidence in how the police and other public services are dealing with crime and anti-social behaviour. Rollout of the Enforcement Officers initiative, may positively impact this metric 2024 resident survey.	
		<i>People being drunk or rowdy in public places</i>	Sum Problem	48%	29%		
			Sum Not a problem	52%	68%		
		<i>Vandalism, graffiti and other deliberate damage to property or vehicles</i>	Sum Problem	45%	29%		
			Sum Not a problem	54%	68%		
		How safe or unsafe do you feel when outside in your local area					
		<i>after dark</i>	Sum Safe	58%	66%		
			Sum Unsafe	25%	14%		
		<i>during the day</i>	Sum Safe	86%	94%		
			Sum unsafe	6%	1%		
How much would you agree or disagree that the police and other local public services are successfully dealing with these issues in your local area?	Sum Agree	52%	47%				
	Sum Disagree	19%	19%				
7	A clean and green future						
8	A council that listens and works for everyone	To what extent do you think these statements apply to your Borough?			Several aspects of residents' perception of the council's performance deteriorated from 2019 to 2023. With the new strategy being underway for little over a year, the council hopes that the results of these efforts will be more visible in the 2024 resident survey. It is important to note that that the decrease in positive views about the Council have not led to a corresponding rise in negative perceptions but have manifest as an increase in people responding 'don't know'.		
		<i>Council listens to resident concerns</i>	Sum Positive	61%		48%	
		<i>Council keeps residents informed</i>	Sum Positive	72%		57%	
		<i>council involves residents when making decisions</i>	Sum Positive	57%		42%	
		<i>My council is efficient and well run</i>	Sum Positive	65%		53%	

	<i>Council is doing a good job</i>	Sum Positive	69%	56%	
	<i>My council responds quickly when asked for help</i>	Sum Positive	56%	40%	
	<i>My council has staff who are friendly and polite</i>	Sum Positive	79%	59%	
	<i>My council doesn't do enough for people like me</i>	Sum Positive	54%	42%	
	<i>My council provides good value for money for the council tax I pay</i>	Sum Positive	57%	45%	
	<i>My council is doing a better job now than one year ago</i>	Sum Positive	59%	38%	
	<i>My council is making the local area a better place for people to live</i>	Sum Positive	72%	56%	

Indicator 6: Inward investment in the Mayor's priority areas

Overall RAG rating: GREEN

£20.8m of external funding, including income generation, has been explored across the budget as a whole, which includes the Mayor's priorities. These are recorded in the list of saving proposals approved by the council.

Indicator 7: Progress with transforming the organisation's structure to address the Mayor's priorities and budget position

Overall RAG rating: GREEN

The Mayor of Tower Hamlets has outlined eight priority areas. It is recognised that resources within the council need to be better aligned to these priority areas and work is underway to bring this about. The first phases of these changes are being concluded.

TH council successfully reconfigured and rebranded directorates, creating a new Communities directorate which focuses on a number of key priority areas including community safety and waste management.

Directorates identified targeted restructure opportunities as part of the MTFS planning process which resulted in £3.4 million in efficiency savings.

As work on the new target operating model progresses strategic reviews of directorates will be brought forward to test their structures against the new model and where necessary realign resources through wider restructure initiatives.

Indicator 8: Progress with strengthening governance and performance

Overall RAG rating: GREEN

People First transformation programme has set ambitious goals of reaching the savings target of up to £40 million and making the most of £78 million investment into new and existing services. To achieve these targets, originally six new transformation boards were designed and launched:

1. Transformation Advisory Board
2. Efficiency Board
3. Reorganisation Board
4. People Resourcing Board
5. Budget Board
6. Directorate Budget Monitoring Groups

Within the limited time since their launch in July, transformation boards achieved the following:

- Approval of a corporate restructure programme that is better aligned to the council's strategic priorities, saving £3.4m
- Stringent budget controls and measures, enabling the successful closure of our £40m savings gap
- Development of a new resident-centric Target Operating Model for the council, enabling a blueprint of our future
- Initiation of Transformation Advisory Board, comprising external members with varied professional backgrounds, offering expert strategic guidance on the council's transformation journey
- The creation of a corporate efficiency programme, bringing together existing efficiency work and commissioning two new programmes, one undertaking a review of our council-wide enabling functions provision, and the second leading cross-council income generation work

Once council-wide efficiencies were achieved and the acceptable recruitment procedures were embedded in the Council's culture through People Resourcing Board, the decision was made to merge Efficiency board with the Budget Board, while People Resourcing Board was merged with the Reorganisation Board. Currently Council's People First transformation programme is led by three boards supported by budget monitoring groups within each directorate:

1. Transformation Advisory Board
2. Reorganisation Board
3. Budget Board
4. Directorate Budget Monitoring Groups

Indicator 9: Confidence in retaining / improving the current OFSTED rating

Overall RAG rating: AMBER

In July 2022 Tower Hamlets received a focused visit where the inspectors looked at the council's arrangements for children in care. This was a positive visit and highlighted two areas where inspectors felt the Council could continue to make progress, which have been incorporated into the internal improvement plan.

Notably, the last Annual Engagement Meeting (AEM) with Ofsted went well and the feedback on Council's self-assessment was positive. There is a comprehensive system of quality assurance in place which informs progress against improvement work which includes audit, peer review activity and performance data. Furthermore, the improvement plan is monitored by senior leaders in Children's Services, and a fortnightly inspection readiness meeting ensures operational colleagues can progress actions, as well as ensure compliance with required evidence in the event of a standard inspection.

An experienced interim DCS is in place whilst permanent recruitment of the DCS is underway.

Indicator 10: Confidence with Upcoming CQC Inspection

Overall RAG rating: GREEN

From January 2024, all Councils across England will be inspected by the [Care Quality Commission](#) (CQC), in relation to Adult Social Care (ASC) within 2 years. This is a new inspection framework with local authorities last inspected on adult social care around 12 years ago. Five pilot inspections were completed in 2023 and the main programme has now commenced.

Our preparation for inspection is progressing well with a clear governance structure within our transformation programme. We have a draft self-assessment that will be finalised shortly and then kept refreshed on a regular basis. We have identified most of the 50 cases we would be required to present if called for inspection – once all are identified, we will refresh this every quarter. We are compiling documents and evidence that the CQC have told local authorities they will ask for ahead of an inspection visit. These are crucial actions to ensure we are well prepared ahead of the inspection – it is proposed to monitor them through the Strategic Plan delivery plan for next year. We are engaging staff with inspection preparation and held sessions for all staff with engagement from partners, our lead member and the Local Government Association. We are taking a learning approach and collaborating across London with both the Corporate Director and Director taking part in peer reviews of other local authorities and learning events on preparation for inspection/assurance.

A Peer Review by London Association of Directors of Adult Social Services (ADASS) took place in January 2024. The Peer Review focused on the [Care Quality Commission Draft Assessment Framework](#) in relation to how we work with people and leadership themes. The peer review brought colleagues from across London who visited us and provided a 'critical friend' view of our work in line with sector led improvement. During the visit, members of the Peer Review team talked with a cross-section of staff, people with lived experience of social care and their informal carers, key partners, commissioned providers, and the Lead Member for Health, Wellbeing and Social Care. Feedback from the Peer Review was very positive particularly reflections on the passionate and committed workforce and partnerships with health, the voluntary sector and community. Feedback from the peer review will shortly be shared with the Mayor's Advisory Board. Areas of strength and areas for development are both feeding into our inspection preparation.