

Briefing title

Forward Plan

Prepared for
Date

Transformation Advisory Board
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Introduction

Tower Hamlets Council is a dynamic and diverse borough with a proud history of equality and inclusion. We are committed to providing high quality services to our residents and are always looking for ways to improve.

As part of our commitment to improve, we have established a new Transformation Governance Framework. This framework is an important first step in the council's transformation journey. It will help ensure that services are delivered in a way that is efficient, effective and responsive to the needs of our residents.

The Transformation Advisory Board (TAB) is a key component of this framework. The TAB comprises a group of experts who will provide oversight and guidance to support the council's transformation efforts. The TAB brings a wealth of experience and knowledge to the table, and their insights will be invaluable as we work to improve our services.

Transformation Advisory Board

The council looks forward to the TAB:

- Helping to support the council's transformation goals and objectives.
- Providing oversight, guidance, and expertise.
- Serving as mentors, in the TAB's capacity as trusted advisors.

TAB membership:

- The TAB is chaired by the Mayor and the Senior Responsible Officer (SRO) is the Chief Executive.
- The TAB has a membership of up to six external advisors, who are drawn from a variety of backgrounds, including the business sector, academia and the public sector.
- TAB members also includes six internal officers who administer the work of the TAB, help make business decisions and follow through on recommendations.

TAB reporting and progress:

- The TAB's work and discussions are confidential unless Board agrees otherwise. However, it will publish a progress update twice a year, with any recommendations, to the Mayor's Advisory Board (MAB) and Cabinet. These will be publicly accessible.

Forward Plan

The scope and roles of the TAB can be flexible. Board Members are invited to consider how, as a group and as individuals, the external advisors on the Board can maximise the effectiveness of their input to the work of the council. The TAB will meet up to six times a year to review and discuss the council's transformation efforts. In some cases, it is anticipated that additional discussions could take place with external advisors on particular TAB-related issues.

Initially, it is suggested that the council draws upon the individual skills of members to focus on up to two key strategic issues per meeting. The following are some of the priority areas that may be suitable for review by TAB. The Board is invited to consider these or identify others that might be more suitable:

- Networking and partnerships:
 - managing external perception
 - effective partnership working
 - managing key relationships (national / regional government; key business blocs; media / social media)
- Performance management:
 - strengthening corporate governance
 - enhancing financial management
 - establishing a resident/user-centred performance culture
- Place and community:
 - community empowerment
 - regeneration and identity
 - inward investment and housing need

The TAB is asked to consider and agree key areas of interest that they feel are most suited to the expertise provided by external board members.

Moving forward, an agreed set of themes or service-specific areas will form the work programme for the Board. This can be reviewed and amended at any time by the Board. Any information requested by the Board as part of this work programme will

be provided to Board Members and circulated ahead of the following programme meeting and included within the agenda papers for that meeting, subject to the input of the S151 Officer.

Board Members can request additional support information at any time, on the understanding that this information is treated as confidential, is directly relevant to the work of the Board, and no objections are raised by the S151 Officer. It will be provided on the basis that it remains the property of the council. A single point of contact will be established for all external advisors to the Board. to whom all such requests should be directed.

TRANSFORMATION ADVISORY BOARD

TERMS OF REFERENCE

Author:	Stephen Bramah/Ayesha Hakim Rahman
Date:	27 th July 2023
Version:	0.4



Board Membership

Name	Role
Lutfur Rahman	Mayor, Chair
Richard Penn Sir George Iacobescu CBE Martin Esom Sir Stephen O'Brien Dr Mahera Ruby Dr Kathleen McCarthy	Independent non-executive members
Stephen Halsey	Chief Executive, Senior Responsible Officer (SRO)
Denise Radley	Corporate Director, Health, Adults and Community and Deputy Chief Executive - Deputy SRO
Robin Beattie	Acting Director of Strategy, Transformation and Improvement
Amy Jackson	Head of Mayor's Office
Stephen Bramah	Head of Corporate Strategy and Improvement
Ayesha Hakim Rahman	Head of Corporate Strategy and Transformation, Transformation Management Office (TMO)

Administration

Frequency	Quarterly
Standard agenda items	Review minutes, actions and matters arising Review six monthly progress report from CLT/MAB SRP capturing the work of the Efficiency Board, Budget Board, People Resourcing Board and Reorganisation Board
Officer Support	Officers will meet with the Mayor and Chief Executive to maintain pace, delivery and unblock issues. The Head of Strategy and Transformation (Ayesha Hakim Rahman) will take the lead role in the supporting the work of the Transformation Advisory Board. The servicing of meetings will be undertaken by the Head of Democratic Services (Matthew Mannion)
Servicing	Dispatch of agenda and reports; Taking of minutes and recording of actions/decisions; Dissemination of minutes and decisions;

	<p>and audio recording of meetings.</p> <p>Ensuring meeting agendas are agreed with the Chair.</p> <p>Ensuring that agenda packs are signed off by the Chair before distribution.</p> <p>Ensuring reports are forwarded to other Boards or received from the other Boards and any relevant feedback programmed into the agenda schedule, liaising with the relevant support team for those boards and the Chair of the Efficiency Board as necessary.</p> <p>Ensuring agenda papers are circulated at least three days before the meetings and minutes and actions arising are circulated within three days of the meetings being held.</p> <p>Securing consent of the chair for the circulation of any post-meeting notes or for papers to be tabled on the day of the meeting.</p> <p>Officers preparing reports for consideration must liaise with Democratic Services in good time to ensure that meetings are able to be convened as required to consider reports</p>
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BOARD TERMS OF REFERENCE

1. Purpose

- Provide expert strategic advice and guidance in the context of the council's journey of continuous improvement around performance, governance, service outcomes, communication and community engagement within the framework of the development of the Council's Target Operating Model (Note - the Efficiency board will develop the Target Operating Model)
- Support the Council's Culture change programme to become more resident centred in the decisions that it makes.
- Provide any other advice and guidance (strategic or otherwise) that the Board considers may assist the Council in serving the people of Tower Hamlets.
- Provide strategic leadership, guidance and direction.
- Act as the council's critical friend offering advice on the delivery of the council's transformation programme.
- Advise the council on leading and innovative resident centred approaches.
- Bring cutting-edge knowledge from different sectors and best practice from other organisations to inform the council's workforce culture and transformation.
- Utilise wider network to recognise and respond to emerging threats or opportunities.
- Report to Cabinet every 6 months.
- Relevant corporate director/director to present at Board following consideration by CLT.

2. Term

- This Terms of Reference will be effective from June 2023 and will continue to be reviewed every 6 months.

3. Governance

- Chaired by the Mayor.
- The Board is quorate if the Chair and at least three other members are present.
- If Board members are unable to attend meetings, they may send a proxy with appropriate experience, knowledge, and delegated authority to contribute towards discussion (but this does not apply to external members).

- Other individuals may be asked to attend meetings to present agenda items as required by the Board.
- Independent non-executive member will be remunerated (policy to be confirmed).
- The Board offers advice on progress to the Mayor, Chief Executive and CLT.
- Reports to Cabinet every six months.
- Recommendations from the Transformation Advisory board will be fed back to CLT and relevant boards as appropriate.
- These terms of reference may be amended, varied, or modified in writing after discussion and agreement by programme board members.
- The named Chair will be responsible for signing off agenda's, reviewing and approving those draft reports prepared by Head of Strategy and Transformation specifically for the Board prior to agenda distribution, reviewing and approving the full agenda pack prior to distribution, approving the final version of notes prior to distribution.

5. Roles and responsibilities

<p>All Board Members</p>	<ul style="list-style-type: none"> • Attend board meetings • Be respectful at all times. • Respect the authority of the Chair. • Read all meeting papers in advance • Review reports providing feedback and 'critical friend' approach. • Contribute to discussion and decision making Communicate and champion the council's transformation • Contribute to collective decision making.
<p>SRO</p>	<p>In addition to the responsibilities for all board members:</p> <ul style="list-style-type: none"> • A Senior Responsible Owner (SRO) is the individual taking personal responsibility for ensuring that the Board successfully meets its objectives and delivers the projected benefits. • The SRO should have clear authority, ensuring that the board maintains its business focus, and that the wider context, including risks and change control is actively managed.

	<ul style="list-style-type: none">• The SRO is specifically responsible for advice and decision making that supports the delivery of the Transformation programme.• The Board is chaired by the Mayor.• In the absence of a Chair, either the Deputy Mayor or the Chief Executive can Chair.
<p>Officer Support: Head of Strategy and Transformation (Ayesha Hakim Rahman) Servicing: Head of Democratic Services (Matthew Mannion)</p>	