

Corporate Target Operating model (TOM)

Community Engagement Feedback

Corporate Strategy & Transformation



TOM Design Principles



The new strategic target operating model should be designed to address the considerations set out in the Strategic Plan for 2022 to 2026 and to help the council achieve its strategic goals.

Value-driven and cost-effective

By designing the target operating model to be value-driven and cost-effective, the council can ensure that it is **using its resources wisely and avoiding waste**. This will help the organisation to achieve its goals and objectives.

Community-led

By designing the target operating model to be community-led, the council can ensure that it is **meeting the needs of its users**. This will help the council to build trust and credibility with its users, and to improve the quality of its services.

Collaborative

By designing the target operating model to be collaborative, the council can ensure that it is **working together to deliver services efficiently and effectively**. This will help the council to achieve its goals and objectives.

Transparent

By designing the target operating model to be transparent, the council can ensure **enhanced accountability and trust**. This will ensure residents can readily access information about the council's goals, processes and resource allocation.

Empowered to innovate

By designing the target operating model to be empowering, the council can **create a culture of innovation and creativity**. This will help all of the council's workforce stay ahead of the curve and deliver services that meet the needs of its users.

Accountable

By designing the target operating model to be accountable, the council can **build trust and credibility with stakeholders**, including residents, businesses, partners and staff. This will help the council to achieve its goals and objectives.



Feedback: Directorate Leadership Teams – Sep/Oct 2023



Community-Led:

- Exploring more effective ways to consult, considering diverse communities.
- Leveraging local media and alternative channels for engagement.
- Providing clarity and training to empower frontline staff and managers.
- Balancing the dilemma between saving money and investing in services
- Incorporating census data on health needs, especially for the 65+ age group.
- Enhancing community engagement and addressing health inequalities.
- Reviewing and improving the consultation process for better community engagement.
- Exploring meaningful methods to engage communities that don't participate through standard channels.
- A lack of coordinated approach to identifying and planning for community engagement opportunities.

- A lack of representativeness of residents involved in community engagement.
- An ineffective feedback loop for residents to know the impact of their involvement.
- Insufficient resources to deliver effective community engagement consistently
- Simplifying design principles, focusing on user-centric, accountable, and outward-facing values.
- Explicitly addressing health and social inequalities in the borough.
- Considering the impact of unemployment on health issues.

Value-Driven and Cost Effective:

- Aligning budget with the growing population and service demand.
- Evaluating the effectiveness of previous cost-saving measures and digital models.
- Evaluating the effectiveness of service advisory groups.

Empowered to innovate:

- Encouraging a shift towards online services and addressing challenges in digitalisation.
- Enhancing the effectiveness of the web presence.
- Addressing challenges in quick decision-making and hiring processes.
- Establishing a feedback loop for continuous improvement.
- Learning from outcomes, peer reviews, and user feedback.
- Integrating Power BI for internal customer service improvements.

Transparent:

- Simplifying and improving the communication of the TOM and its benefits.
- Clarifying the criteria for a strong corporate centre.

Other Considerations:

- Shifting the focus of communication to highlight positive aspects



Feedback: Transformation Advisory Board – Sep 2023



Community-Led:

- Important to embed needs of residents and communities into the model.
- Should bring in the views of young people including the Young Mayor and Youth Council.
- Consider undertaking meaningful co-production

Value-Driven and Cost Effective:

- Delivery work should continue without waiting for a final TOM to be agreed.

Transparent:

- Is there a potential role for Overview & Scrutiny in the model?

Other Considerations:

- Transformation Advisory Board should not be seen as part of core model – forum is in place as advisory capacity only.

Feedback: Pan–London Transformation Network / GLA Dec / Jan 2023/24

Empowered to Innovate:

- Language should be accessible – is 'TOM' meaningful for staff?
- Should there be a directorate version that aligns to corporate TOM to ensure a tailored fit?

Value-Driven and Cost Effective:

- There should be a directorate-focus on the TOM, but rather an outcomes focus

Transparent:

- Should only have one accessible version

Collaborative:

- Bring stakeholders on the journey – should not be a surprise update at any point.



Feedback: VCS Summit - 11 December 2023, Multiple VCS organisations



Collaborative:

- Involvement of QMU Students Union. Stalls on university campus.
- Increase visibility of grants and support for VCS online platform.
- Work in partnership with community organisations and charity with proven records. Fazlul Choudhury, GSC.
- More awareness of grants and information which will help the VCS's time spent effectively when reviewing grants.
- Communication of new projects and policies with the VCS.
- The newsletter. QMW Students Union.
- THCAN. First Love Foundation.
- Barking and Dagenham doing some great work with the VCS sector in their borough, like community solutions.
- Social return on investment. Anike from First Love Foundation.

- THCAN. Sarah from Island Advice Centre.
- Hackney and Islington council spend money on play work in adventure playgrounds. Weavers Adventure Playground.
- Good communication of any new changes / opportunities . Initiatives to advertise, networking events and socials, working together on projects and aims. QMW Students Union.

Community-Led:

- Targeted consultation rather than a generic approach, each service is different e.g. tackling ASB requires a full day consultation and go out to the centre. Ocean Youth Connexions.
- Community Fundays. Ocean Youth Connexions.



Feedback: Community Engagement Strategy Consultation, December 2023



Community-Led:

- Involve residents in decisions that significantly impact them.
- Enable residents to get more involved in community life and empower residents to become active citizens and community leaders.
- Staff delivering engagement should be kind and respectful otherwise, it damages relationships and means that communities avoid participating again.
- Be open and honest with communities about what they can and can't influence and explain the reasons why.
- Give the community feedback on the impact of their involvement in consultations.
- Communications should be written in plain English, with translation services provided when necessary.
- Identify barriers to communities participating e.g., language, timings, venues, cultural sensitivity, and implement effective solutions so those who want to participate can do so.
- Provide a mixture of options to take part in both online and in-person.
- The Mayor and elected members should be visible by organising meetings with the community to listening and respond to their issues.
- Make decisions based on the community's best interests and not the political leadership.
- The council shouldn't just reach out to communities when it has a policy, strategy, and service that it wants the community to help shape. It should also organise ways to identify the issues concerning the community and respond.
- When community engagement events happen, they should be attended by lead members and senior officers responsible for making the decisions so they can speak with the community directly and hear the community's input firsthand.
- Rely less on traditional methods such as press releases or social media and instead use WhatsApp and go to the places where communities congregate, such as community centres, community events, and chicken shops.
- Engage with a representative mix of the population and not just the usual suspects.
- Resident's involvement to have a demonstrable impact on decision-making because when that doesn't happen, it damages trust.
- The council consults with the same groups, often asking similar questions, which leads to duplication of resources and consultation fatigue.
- Importance for the community to set the agenda, not just the council speaking to the communities.
- Bring people together to learn, discuss, and make recommendations on significant issues in the borough.
- Unable to get hold of council staff, need to improve the telephone system and bring back the One Stop Shops.
- Involve the community in Strategic Plan, Budget, service design, policies and strategies, large investments, regeneration projects, recycling, housing, environment and community safety issues.



Feedback: Bengali & Somali VCS: Society Links & Women's Inclusive Team – April 2024



Community-Led:

- Further resources and support need to be provided to 3rd sector organisations in terms of people resources, training, templates, and best practices.
- The senior leadership of the council need to showcase understanding and backing of mayor's manifesto as it is the best wish list the residents and community could ask for.
- There needs to be a mechanism of collecting feedback from all 3rd sector organisations in the borough and keeping them linked in and up to date with the council plans and delivery.
- The council needs to better understand how each organisation operates in terms of their processes, systems, technology and how they connect with its community groups. There needs to be a seamless working relationship between the two.

- As VCS groups represent a pocket of the community there needs to be a borough wide conference hosted by the council at the town hall. This should take place multiple times throughout the year. The groups can talk about their recent challenges in the community and discuss what support the council needs to provide.

Accountability:

- Log off all community feedback and action points to be published on a regular basis with updates.
- Selected community group members to be present in decision making sessions. List of members to be rotated on a quarterly basis.

Collaborative:

- Another project that should be revitalised is Participatory Budgeting called "You Decide" Tower Hamlets, 'You Decide!' | Local Government Association Steering Groups made up of residents, councillors and service providers helped to monitor and shape the services which would be delivered in their local area.
- Previously, the current Mayor in his first term had a project called Community Champions. This project selected reps from the 3rd sector organisations and the community to be a part of strategic decision-making meetings



Feedback: Sufia Alam: ELM Board member, Chair of Inter-Faith forum, PEG member & Interim Women's Commissioner – 25 April 2024



Community-Led:

- Scheduling events to avoid prayer times (Jummu'ah)
- CPD training for professionals on Islam and Muslim life & culture
- Co-production of services considering community practices (e.g., fasting times)
- Reaching out to hidden communities in the borough and raising their profile (e.g., Chinese and Indian community).
- Using WhatsApp voice notes for information dissemination
- Communication strategy for women who may not be aware of resources CPD training for professionals on Islam and Muslim life & culture
- Showcase council work through resident's hub (e.g., elderly project visits)

- Digital access issues for low-income residents
- Accessibility concerns for vulnerable and hard to reach community members
- Invites to community groups / residents to the new Town Hall important step in making feel people welcomed and connected.

Collaborative:

- Information sharing via inter-faith forum and social media.
- Growth of inter-faith forum (11 to 50 attendees)
- Collaboration with council on environmental project ("Clean and green future")
- Sharing resources and expertise (Abu Sufian - health & wellbeing report)
- Interfaith forum as a platform for information exchange. (10k+ congregation)

Other Considerations:

- Low-income residents concerns about losing benefits with higher wages. This discourages going for better opportunities as there is a potential being worse off financially.
- Women's commissioner role launched - Initial stages, need for community recruitment
- "Can be" campaign focusing on leadership, health and spirituality.



Feedback: Local Housing Association (Poplar HARCA) – 22 May 2024



Community-Led:

- Establish a resident's panel to feed into council decision-making.
- Establish Boards with membership including residents, to scrutinise services and develop solutions (based on their lived experience) on how we can improve services. This then feeds into the senior boards.
- Establish resident-led groups/boards for a 6-month period, that feeds into the Strategic Plan. Co-production of strategies and policies with residents and other key stakeholders.
- More meaningful engagement with residents, ensuring they play a part – not just a tick-box exercise.

- Budget allocation for residents' participation in boards.
- Work with partners, businesses, residents etc. to deliver the TOM priorities (e.g., establish panel for each TOM principle/ Strategic Plan priority).

Value-Driven and Cost Effective:

- Empower residents to better support themselves e.g. More external Comms on different ways people can save money.

Collaborative:

- Collaborating with Housing partners to identify wasted land and unused locations for re-purposing to provide social housing.
- Work with partners, businesses, residents etc to deliver the TOM priorities e.g. establish panel for each TOM principle/ Strategic Plan priority.

Transparent:

- Openness and transparency on realistic housing circumstances.



Feedback: TH Partnership consultation – Partnership Executive Group Recommendations, May 2024



Community-Led:

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

Collaborative:

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

Value-Driven and Cost Effective:

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

Empowered to innovate:

- A consistent elected member and partner co-chairing model to empower shared leadership, foster stronger engagement, and define clear lead roles of board members and overall governance of partnerships.
- Consider a dispersed model for non-statutory boards enhancing sector leadership, effectiveness and sustainability.
- Implement recommendations from the LGA Corporate Peer Challenge to improve partnership practice.

Accountability:

- Ensure adherence to statutory accountability frameworks, risk management, and spotlights on joint crosscutting priorities.



Feedback: Equalities HUB & Cornerstone - 19 June 2024



Community-Led:

- Create resident groups / boards with resident representatives for development of initiatives.
- Set-up a mechanism for resident-centred decision-making.
- Inclusive decision-making processes - including resident voice in bureaucracy
- Council should establish working groups with residents as members, to utilise their lived experience, and to address limitations due to budget constraints, and build solutions.
- Better communication (including follow-up) and action on ensuring marginalized voices are heard.
- Empower diverse community groups to advise on delivery areas, leveraging lived experiences, technical expertise, as well as to promote initiatives.
- More co-production and local partnerships especially in EQIAs

Collaborative:

- Keep language simple to encourage resident engagement - avoid technical jargon, and user-friendly activities.
- Use email campaign as a tool for feedback, where people can offer ideas and solutions on issues, and receive follow-up on their feedback.
- Inclusivity in community policing, e.g. reporting of hate crime.
- Community watchdogging – THEOs and Police partnering with the third sector, and local communities, to ensure service is responsive to community needs.

Value-Driven and Cost Effective:

- More transparency on consultancy costs.

Empowered to innovate:

- Introduce a 24/7 council and of its services, adjusting staff hours, and implementing temporary systems for non-emergency issues.
- Revamp online services platform with chat function for assistance.
- Making information on websites, leaflets etc accessible and meeting the needs of different sections of the community – e.g. blind people, none-English speakers.

Transparent:

- Lack of transparency, particularly in delayed decisions, impacting trust and confidence.



Feedback: Youth Council – 19 June 2024



Community-Led:

- More involvement with youth specifically physical activity and non-academic environments.
- Hold annual assemblies with the public to bring ideas to Members.
- Introducing members of the council to the youth.
- More clarity about how the council directly help/impact us.
- Hold events with free food.
- Allow youth services to have more youth involvement.
- More facilities for youth mental health. Conducting mental health workshops
- Read DMs sent to accounts.
- More opportunities to speak, and for groups not heard out enough.
- More suggestion boxes.
- Co-production of plans with input/ ideas from young people
- Understanding that contractors like making money especially in tower hamlets home so regularly go to the people for their opinions.
- Councils to hold regular young people's events – LED lights, food, everything free.
- Include young people in decision making processes.
- Hold free events in the evening and weekends to hear opinions and offer snacks freebies.
- More ways for the youth to communicate.
- Better ways to communicate with the youth. Better Q&A.
- Holding meetings with random people and inform them via letters sent to their address
- Focus on things children are actually interested in.
- Speaking to khadra helps to vocalise my needs and wants for the community.
- Safety in the borough, observe by doing surveys
- Our wellbeing matters - this can be observed by doing questionnaires that can be distributed by schools
- Making open surveys and asking random people to fill them out - ensure they are less than 2 minutes to complete to not discourage people to fill them out
- Survey amongst the wider community
- People from your community to talk to – diversity.
- Utilising social media to get in touch with the youth and letting them know about local events. Social media advertisements work well.
- By letting the community talk to people about their concerns instead of automated messages.
- Public forums.



Feedback: Youth Council – 19 June 2024



- Actually showing that they're doing what they say they're going to do.
- Allow the community to build a closer bond with the council so they don't feel intimidated.
- Clarity and communication – understanding of the internal operations for young people
- Having younger generations talk to youth may help communication because the message/aim may resonate more with the audience.

Empowered to innovate:

- Start a new website.
- An open chat/mailbox that is publicised.
- Open new social media accounts to appeal to the younger generation
- A report/chat 24/7 system on the borough website.

Collaborative:

- Youth centres are a good to engage with young people and conduct surveys to learn about their opinions.
- The youth centres are very good to allow young people to connect and have a voice in the council. The council should hold more talks with reps from each area.
- Promotion of opportunities - go into schools during school times – making schools a better friendlier place. A friendly place means a student or young people has a suitable and save place which makes them comfortable.

Transparent:

- More transparency and communication on with the strategies the corporate centre is delivering.
- Trust and faith in the council – communication.

Other Considerations:

- Have different pathways in terms of education – not just GCSEs – we need active lessons as some cannot write.
- Schools need to meet the needs of young people, too much traunting as schools are not suitable for students.
- Better library access and more libraries – get 3D printers in libraries.



Feedback: All Members (1st Session) – 8 July 2024



Community-Led:

- Better comms on what decisions are being made, and accessibility for when/how residents can get involved
- Empowering residents to play a leading role in decision-making e.g. Young Tower Hamlets is a good example to follow, decisions relating to young people are made by Young Tower Hamlets.
- Young people want an assembly where they can tell Members and the council their ideas
- Services should be shaped in collaboration and with residents in mind
- Engagement should be community-led, with impact e.g. Safer Neighbourhood Teams is a good example, students and residents are involved and lead the meetings/ discussions with action points to ensure impact.
- Avoid digital exclusion – ensure we are also engaging with those without access to the internet

- Better engage with harder to reach communities
- A good example is recycling education – work with local mosques /churches etc during sermons /coffee mornings /local community events to have 10mins talk on how /what to recycle.

Value-Driven and Cost Effective:

- Ensuring all we do in the council is best-value. Good scrutiny processes in place to ensure this.
- More communication and educating members, staff and residents on how the budget /budgeting works.
- Better joint-working between departments to avoid duplication, increase efficiency and less time-wasting.

Accountable:

- People need to trust that frontline services will answer calls – Lack of accountability for this important area.



Feedback: All Members (2nd Session) – 15 July 2024



Community-Led:

- Supporting residents to make an informed choice
- Avoid digital exclusion
- Communications in local community language.
- Improve accessibility by going into the communities e.g. utilising Mosques, grass route organisations, mums' clubs, women's groups, libraries, children centres, schools, hosting community forums, pop-up stalls in the community, as well as letters and door-to-door engagement when important

Accountable:

- Understanding the needs of residents and stakeholders first. Then managing those expectations.
- Doing what we say we will do, will build trust and credibility.

- Communicating how we've addressed feedback.
- Be honest when we've done something wrong, and say what we're doing to address it.
- More collaboration. It's hard to build trust when people work in silos.
- Tap into the wealth of lived experience from residents.

Value-Driven and Cost Effective:

- More up-to-date and best use of technology can make us more efficient.
- Less bureaucracy and more focus on delivery.
- Council services using internal expertise first, before resourcing externally.
- Embracing new ideas.
- Less silo-working. Having a central PMO office to assess council-wide projects and offer value .i.e. supporting services centrally, addressing any dependencies, and reducing silos.

Transparent:

- Being sincere and genuine will have a positive impact on our image.
- Involving residents through schools.
- Pro-actively utilising councillors to collect information and feedback from communities.
- Report performance in lay-man terms to residents.
- Open Q&A with residents to explain our decisions, will make it more transparent.
- Making ourselves more accessible, this builds transparency. E.g. officers, councillors, working phone lines etc.



Feedback: All Staff POD Session - 17 July 2024



Community-Led:

- Have a central community contact list for staff to access.
- Ensuring that engagement, consultation and co-production sampling is representative of demography and wards in the borough. Ensuring consistency across the organisation.
- Working together, sharing, and utilising existing engagement done in the council to avoid duplication and over-engagement of residents.
- Make it easier for people to participate and engage with the council.
- Locality planning and leadership e.g. participatory budgeting, ward Chief Executives.
- Bespoke services tailored to individuals and communities.
- A forum for residents and staff to attend, where residents can report issues.
- Participatory planning could be part of the puzzle w/ competing service users.

- Co-production is fundamental but also skilled work and resource intensive. Perhaps we could have a small team of people dedicated to co-production work in each directorate to make it really meaningful.
- Empowering staff is to give training opportunities to all- not just those who are mixing with the 'in crowd'. Adopt a fair approach particularly when some training has a cost e.g. Agile/PRINCE 2. All staff should be given the chance to develop. Eradicate favouritism.
- Participatory democracy/ Citizens Assembly.
- Only going as fast as trust between Council and partners/residents can go.. if we go too fast, we lose people and it is seen as tokenism.
- Set up different working groups to concentrate solely in a single topic and come up with workable changes and improvements so to empower both staff and users. Working smarter not harder.
- [The London Office of Technology and Innovation](#) do some great stuff.

- Change how we go about conducting engagement- we tend to treat our starting point as 'discussions at the table' and maybe change needs to happen at step zero.
- Open-source data is available with other LBs but we do not offer this which enables residents to investigate.

Value-Driven and Cost Effective:

- De-centralisation of services with directorates is a good idea to better understand the business.
- Dealing with external investigators' meetings and request is time-consuming for staff.
- Aligning corporate objectives and priorities to budgets and spend in directorates.
- Documenting all resources, financing and processes.
- A simple first step to avoid waste is to identify where it is occurring - sometimes we guess this incorrectly.



Feedback: All Staff POD Session - 17 July 2024



- Budget managers need to better understand their budgets.
- Documenting all resources, processes, finances might adhere to avoiding wasteful spending and will also identify gaps in excessive spending.
- Less About Tools; More Time and Commitment: dedicating sufficient time and commitment rather than just relying on tools.

Empowered to innovate:

- Reducing bureaucracy e.g. various DLTs and boards before CMT to Cabinet. Including having better technology to help with these systems.
- Too much bureaucracy before approving and procuring new technology.
- Increased access for staff to systems.
- Establish a taskforce to discuss new tools and technology we can use in the council.

- Vertical Decision Making: Implement cross-sectional panels and teams, giving people the option to be ongoing participants in innovation projects.
- Clear pathways.
- Create an open staff forum, or suggestion box every quarter (e.g. ideas generator) for discussing / raising new ideas and recommendations for innovation.
- More communications to staff every quarter to advertise the ideas generator, and continue to incentivise staff.
- Structured Forum to Put Forward and Discuss Ideas - provide space for staff to share and discuss their ideas.
- Leadership Commitment to Innovation - leaders are committed to valuing and promoting innovation.
- Feedback on Ideas and Feasibility - establish mechanisms for providing constructive feedback on ideas and their feasibility.

- Restrictions on using new systems, even though there is a budget for it.
- Horizontal Collaboration: Encourage working across teams and knowledge domains to leverage diverse expertise
- Having dedicated budget for team days and external training.
- A knowledge management database - central repository (maybe extension of The bridge?) of gold standard reports, useful templates and other frequently used docs to avoid having to start from scratch every time.
- Create better links with other local authorities and learn from them.
- Decentralised decision making
 - Into directorates and service areas.
 - Links to innovating and the points around devolved power and collaboration.
 - Maybe decentralised even into communities?
 - Redbridge did work like this.
 - Participatory planning and budgeting.
 - Co-design and coproduction.



Feedback: Tenants Resident Association – 24 July 2024

Community-Led:

- Council officers need to Consult, Listen, Adapt and Act on solutions suggested by the community. Residents are the eyes and ears so consult and act on the feedback provided. Our TRA has provided a lot of time from compiling repairs, trying to get our housing officer to do walkabouts and tracking progress of the repair list. This can be frustrating when things are not followed through despite our efforts. Example, our estate has scaffoldings on so many blocks and some were up for more than a year with no work visible. We prepared a list and provided this to our housing officer and his manager, hoping that some action can be taken within the council to remove these or to track why it is needed. No action was taken.

Value-Driven and Cost Effective:

- Deliver on-time and-in-full especially for repairs, waste management and major works. The delays in Major Works and Repairs are causing massive issues for the council, leaseholders and tenants - these delays lead to higher costs, degeneration of housing assets leading to the need to decant and rehouse tenants which is costly. Failure and postponement of minor repairs has led to further decay and replacement which means higher costs.

Collaborative:

- Consult and co-create with residents. Be flexible and open to ideas suggested by residents and community groups. The residents live on their estate and know what works and what doesn't work.

Empowered to innovate:

- Get the basics right first - clean environment (waste management and collect on time in full) fix the broken repair and major works programs. Communicate the council's organisation structure - who's who? Residents who wish to engage often find it hard to know who is responsible for what in the council. Pls publish the various directorates, the organisation chart and contacts from different departments as a start so we can communicate accordingly.

Transparent:

- Ask for feedback and please act on them after this is given.

Accountability:

- Get the basics right.

