

People First – narrative and Target Operating Model

Developed by Internal Communications Team

Communications Plan - ROSIE (Research, Objectives, Strategy, Implementation, Evaluation)

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Please note, this is a working communications plan and will be updated monthly (every 2 weeks with SIT).

Introduction

People First is the council's transformation programme to deliver one of the most ambitious agendas in local government.

Tower Hamlets is a borough of contrasts with extreme wealth and poverty that inhibit social mobility. We have some of the highest pressures of any local authority, for example, we have the fastest growing population in the country, 48.7 per cent of children living in poverty and 22,000 people on the housing waiting list.

Our mission is to ensure that our services make the biggest improvements to people's lives guided by a data-led approach which realigns resources, empowers officers, and designs services with users

People First will support us in realigning our resources, taking a data-led approach, empowering officers, adopting a user perspective and ensuring we are resident focused.

- Staff First – Putting our staff first by giving you the tools to deliver excellent services.
- Residents First – Putting our residents first by working with them to deliver the best outcomes.

The Target Operating Model (TOM) showcases the blueprint for how an organisation will operate in the future, it defines the organisation's goals, objectives, and processes.

The vision is to create a more efficient, effective, and responsive public sector organisation that is better able to meet the needs of its communities.

Aligning with the Executive Mayor's Vision:

- Addressing specific priorities and goals
- Creating a legacy of community empowerment
- Reinforcing commitment to progressive leadership

The TOM has six design principles, which run parallel to the six behaviours detailed in the People First transformation narrative.

Staff First

- Value-driven: Improving processes to empower staff.
- Community-led: Building trust by making services accessible and inclusive.

- Enabling: Developing and supporting staff to deliver excellent services.

Residents First

- Collaborative: Engaging with staff and partners for the best outcomes.
- Accountable: Championing a 'one council' culture for our residents.
- Innovative: Being brave to deliver cutting-edge services.

Research

The TOM: From September 2023 to August 2024 the SIT team have engaged with members, residents, senior leaders and staff through various events and engagement, which include: Transformation Advisory Board, Innovation POD Session (staff), attendance at PAN London transformation network to understand what makes a successful TOM, targeted group sessions to engage with residents, a Partnership Executive Group meeting, a Consultation Report to understand how we ensure an excellent relationship with partners and residents in order to meet the needs of our communities.

People First narrative: The LGA Corporate Peer Challenge report September 2023 recognised that the 'developing transformation programme and associated governance will be integral for the approval and monitoring of the delivery of savings and addressing current overspends' and advised that we should 'develop a clear narrative (to) ensure a common understanding' of the People First transformation programme'. The Investors in People report 2023 also recommended that we 'flesh out and better articulate what People First means at Tower Hamlets. Consolidate the message and help people make the link to Service Plans and ultimately their individual objectives so that everything is aligned'.

Objectives (to be further developed, along with key messages)

- Ensure staff have a better understanding of People First through the new narrative and communication strategy
- Working closely with senior leaders to ensure all staff understand how the TOM supports and guides the work in their service area
- TOM and guidance actively used in strategy and planning work

Strategy

Audience

- All staff / frontline staff
- Managers
- SLT
- CMT
- Members

Corporate channels – managed by internal communications

- Internal newsletters: TH now, Managers' Briefing, SLT specials
- The Bridge – homepage and People First section
- Lift stickers
- Posters
- AV screens (including frontline sites)
- Viva Engage (peer to peer communications)
- Internal events – see implementation table

Supporting documents (to be designed by the Design Team in line with the People First brand)

- TOM activity document

- TOM guidance

Implementation (draft)

Date	Message	Channels/ Event	Leads
October			
w/c 14 October	LAUNCH <ul style="list-style-type: none"> • Narrative and competition • TOM • Case study - example – look out 	<ul style="list-style-type: none"> • TH now - CE's message • The Bridge • AV screens 	Internal communications and SIT
w/c 14 October	People First Case studies – Town Hall – promotion in the building	<ul style="list-style-type: none"> • TH now article • Post on Viva Engage 	Internal communications
w/c 14 October	<ul style="list-style-type: none"> • People First promotion 	SLT session	Internal Communications
w/c 14 October	<ul style="list-style-type: none"> • Background TOM and journey • Learnings from last TOM • Highlight synergies People First comp / design principles • Promotion of Innovation Month 	Managers' Briefing	Internal Communications and SIT
w/c 14 October	<ul style="list-style-type: none"> • People First case studies competition • Examples of good work already taken place • Innovation Month 	<ul style="list-style-type: none"> • TH now special • News article front page • Button update 	Internal Communications
w/c 14 October	People First narrative key messages – placed in the Town Hall reception area	<ul style="list-style-type: none"> • Pull up banners 	Internal Communications
w/c 21 October	<ul style="list-style-type: none"> • Full TOM details (including activity map and guidance) 	<ul style="list-style-type: none"> • The Bridge • TH now - CE's message 	Internal Communications

	<ul style="list-style-type: none"> Personal message from AHR (The Bridge only) 	<ul style="list-style-type: none"> AV screens (for full TOM message) 	
w/c 28 October	<ul style="list-style-type: none"> Competition and narrative Innovation Month 	TH now article	Internal Communications
w/c 28 October	TOM, activity document and guidance	CE's message TH now	Internal Communications
Innovation POD room on floor 2, room 215 (ready ahead of Innovation Month with visuals highlighting the six behaviours)			
November			
November – all month	Promotion of People First and TOM	CE Roadshows	Internal Communications
November – all month	Promotion of TOM / People First + activity document	Innovation Month	Internal Communications
November	Promotion of People First and TOM	Staff Induction (20 November)	Internal Communications
w/c 4 November	Two articles under People First heading: <ul style="list-style-type: none"> Background of TOM – what this means for how staff will work Competition 	TH now articles Plasma takeover with design principles / behaviours	Internal Communications
w/c 4 November	Case study more detail	Spotlight	Internal Communications
w/c 11 November	Focus on TOM and guidance document	TH now article	Internal Communications and SIT
w/c 18 November (depending on entries so far)	Competition and six design principles for TOM	TH now special	Internal Communications
w/c 25 November	Focus on one of the case studies / one of the items from the activity map	Spotlight	Internal Communications
December			
December <ul style="list-style-type: none"> Articles - update on success of staff / leaders taking on TOM guidance, share winning case studies with People First competition SLT Session 			
w/c 2 December	The End of Year reminder linking to People First narrative	TH now special	Internal Communications
January 2025			

- People First competition update – TH now article
- Mangers' Briefing foreword – member of the Transformation, Strategy and Improvement Team
- Highlighting content of People First in Leadership Conference
- POD Sessions (TBC January / February 2025)

February

Leadership Conference - 11 February 2025

July

Staff Conference – 3 July

Ideas TBC

- Article everyone month re TOM lenses (we have already committed to an article from transformation every other week – will this be in addition to that?) what about the articles which will focus on the areas in 'Why do we need a TOM?' are they included
- When building visuals ready – timelapse walk around the building (need to build in how we will manage non Town Hall offices)
- Viva Engage posts from staff involved in case studies / details of design principles (share Viva Engage visual for them to use)
- Drop in session on the progress of how staff are using the TOM to underpin their work? Do they need support?
- AHR and AC review with HR potential to embed behaviours / design principles part of workforce values
- SLT session – discuss whether this is in November or part of SLT session in December

Evaluation

- Investors in People feedback
- LGA Peer Review feedback
- Inclusion in service plans
- Staff feedback at Tea and Chat sessions