

SMARTER TOGETHER



Smarter Together is the name of our transformation programme to fundamentally change the way the council works.

Deep government cuts and rising pressures on services mean that our ways of working are becoming unsustainable.

We have saved £138.3m from our annual budget since 2010 and now we have to save a further £58m by 2020.

We need to achieve this while delivering the objectives from the Outline Strategic Plan 2016/17 – 2018/19.

Smarter Together is our opportunity to rethink and create the right service models, skills and tools to get the best outcomes for our residents.

We have the chance to become the council of the future and take a leading role in redesigning public services, now, and for our move to Whitechapel.

Our new Civic Centre will offer a modern environment with the infrastructure that supports our ambition. We will be at the heart of our communities, providing centrally, co-located services.

We can harness the new technologies that are offering local authorities the chance to revolutionise the relationship with residents.

The council will have to undergo a significant transformation in the way it works, which will include changes to our digital infrastructure and services.

There will be some hard decisions to take but together we can create a new model that will achieve the best for our residents with the money we have.

Smarter Together is complemented by our external campaign called 'Your Borough Your Future' which involves residents in making £58m worth of savings.

Smarter Together vision

There are five pillars to the Smarter Together Vision:

- **Achieve the best outcomes for our residents** by integrating services across the council and partners to make the most of the money we have.
- **Become a modern council** with new ways of working and an agile workforce that is supported by the necessary infrastructure now and at our new home in Whitechapel
- **Use technology and information to provide better services and empower our citizens** so they take a more active role in their area, co-design services and become less reliant on the council
- **Reduce future demand on the council** through measures including better forecasting of need, supporting independent living and providing early intervention to prevent problems escalating in later life
- **Harness economic growth that benefits our residents** by making it simple for businesses to set up and invest in our borough

How it works

Smarter Together will run for the next three years and is linked to the council's Medium Term Financial Strategy (MTFS).



- Local government is facing some of the biggest challenges in its history and Tower Hamlets is no exception
- Deep government cuts and rising pressures mean we have to save £58m from our annual budget by 2020 – that is £1 for every £6 we spend
- That is on top of £138.3m we have saved since 2010 from our annual budget (currently £361.9m).
- We also have the fastest growing population in London which means a greater strain on our services and more vulnerable people needing help
- In the past, our budgets have been set on an annual basis. This has resulted in making cuts to services every year in order to plug the holes in our budget.
- With further cuts to come, we have reached a crossroads where it is no longer viable to continue with the current council model.

We are seeing examples of this already. We are one of the highest spenders on public services, yet some of the outcomes for our residents do not match our investment and effort compared to other boroughs.

We have the opportunity to become the council of the future and take a leading role in redesigning public services, now, and for our move to Whitechapel.

- Our new Civic Centre will offer a modern environment with the infrastructure that supports our ambition. We will be at the heart of our communities, providing centrally, co-located services.
- The increasing use of technology will allow our staff to be more mobile than ever before. Technology can also empower residents to take more of an active role in their area by giving them the tools and information to collaborate with the council.

How are we changing

- Since 2010 we have made our savings on an annual basis. While this has plugged the gap each year, it is clear that over the longer term we are not making the most of the money we have.
- We believe we can make a bigger difference by planning a three year budget which will help us change the way services are delivered in the long term.
- That means changing the way we work. By embracing new technology, integrating our services across the council and with partners and changing our relationship with our residents, we can create a new council model to achieve the best outcomes for our residents with the money we have
- Our Your Borough Your Future campaign is giving residents the opportunity to be part of this change by informing them of the challenge and working together to find ways to meet it.
- Smarter Together is our internal transformation programme to change the way we work so that we become a modern council supported by the infrastructure we need in the coming years, and embedded in our new home in Whitechapel.

Smarter business support

A review of how we offer support to services. The programme will develop a new way of working together, better sharing of information and make the best use of technology.

This includes:

- reviewing business support services such as HR, IT, Finance and Admin, Procurement, Legal, Communications, Strategy and Policy and Performance;
- create new ways of working together and making better use of technology
- streamlining of processes for the storage and use of information



Smarter working

We need to become a more agile and flexible workforce. That means using modern work practices to make the best use of information, our premises and of course our time.

This includes:

- Supporting our staff to change through learning and development opportunities
- Reviewing the employment deal to provide better staff development, support, and clearer job profiles
- Making the best use of buildings and space
- Eliminating unnecessary travel for both staff and residents



Smarter demand management

We must find ways of reducing demand on council resources if we are to find a sustainable way to make savings. That does not mean stopping services or changing eligibility criteria. It is about working with our residents and partners to change behaviour and offer support at an earlier stage to people to prevent larger problems further down the line.



This includes:

- Targeting support to residents at earlier stages to prevent greater dependency and higher costs later on.
- Changing behaviour, such as more recycling and less littering, which will reduce demand on services.
- Empowering residents and businesses to do more themselves.

Smarter customer access

A customer programme to look at how we as a council interact with residents. In time this will include our partners too. We will work together to eliminate duplication, streamline contact with residents and make smarter use of customer information.



This includes:

- A digitally inclusive borough with online access for all
- Channel shift to online self-service from phone lines and face to face
- More accessible webpages
- Central contact point for generic transactions
- Smarter customer relationship management system to use residents' data intelligently

Smarter service redesign

We need to consider how best we deliver services so they are outcome focused and provide value for money.

This includes:

- Different models of delivery of our services such as sharing services
- Closer working across departments, partners and suppliers
- Digitally enabled services
- Better information sharing so that, for example, vulnerable people are identified and helped at an earlier stage



How it will be delivered

Corporate Management Team agreed on 2 November, 2016 to create a corporate change programme and programme management office (PMO). All Medium Term Financial Strategy (MTFS) projects will be delivered within this framework and along with some non MTFS projects.

Grant Thornton will lead a consortium of organisations as a strategic partner to add capacity where our existing staff resources need support.

Each programme will have its own programme board which will be chaired by a corporate director, in the role of senior responsible officer, with other board members drawn from services that are critical to the programme's delivery.

Programme	Senior responsible owners (SRO)	Programme manager
Smarter customer access	Aman Dalvi	Lee Rankin
Smarter business support	Denise Radley	Samantha Raggatt
Smarter working	Zena Cooke	To be recruited
Smarter demand management	Debbie Jones	To be recruited
Smarter service redesign	Graham White	To be recruited

Smarter Together is split into three phases:

Phase One – November to December

- Launch of Smarter Together vision
- Information on each programme
- Budget proposal meetings with staff affected
- The papers for the cabinet meeting containing these proposals will be published on 19 December.

Phase Two – January onwards

- Opportunity for people to help shape the delivery of each programme.

Phase Three – April onwards

- Consultation with staff on changes that will impact on ways of working
- Consultation with public on changes to services