


<p>Cabinet</p> <p>2 February 2016</p>	
<p>Report of: Melanie Clay, Corporate Director of Law, Probity and Governance</p>	<p>Classification: Unrestricted</p>
<p>Outline Strategic Plan 2016-19</p>	

Lead Member	John Biggs, Executive Mayor
Originating Officer(s)	Kevin Kewin (Corporate Strategy and Equality)
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	All

Executive Summary

This report presents the draft Outline Strategic Plan for approval by the Mayor in Cabinet.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the draft Outline Strategic Plan

1. REASONS FOR THE DECISIONS

- 1.1 It is important that the Council sets out its key priorities and how it will measure progress against them. This report presents the draft Outline Strategic Plan. The full Strategic Plan (i.e. the final Outline Plan and accompanying Delivery Plan) will be considered by Cabinet in April.

2. ALTERNATIVE OPTIONS

- 2.1 The Mayor may choose not to agree an Outline Strategic Plan. This course of action is not recommended as there would be significant planning gap: the Strategic Plan is a key element of the Council's business planning arrangements. It is important for the Council to articulate its priorities.
- 2.2 The Mayor in Cabinet may choose to amend the Outline Strategic Plan prior to approval. If he wishes to amend the Plan, regard would need to be given to the Council's medium term financial plan, as well as any impact arising from the changes. Amendments may be made to the Outline Strategic Plan prior

to its final approval in Cabinet, alongside the Strategic Plan Delivery Plan, in April 2016.

3. DETAILS OF REPORT

3.1 The Strategic Plan is a central part of the Council's agreed Performance Management and Accountability Framework. The Outline Plan seeks to set out a clear set of priorities for the Council, accompanied by a supporting narrative and performance measures. The Outline Strategic Plan will be complemented by a Strategic Plan Delivery Plan for 2016/17 – to be agreed by Cabinet in April – which will set out further detail in terms of supporting activities and milestones.

3.2. The draft Outline Plan is arranged around two broad outcome areas:

- Creating opportunity by supporting aspiration and tackling poverty; and
- Creating and maintaining a vibrant, successful place.

3.3 In order to support delivery of these over-arching outcomes a set of Priority Outcomes have been articulated:

Creating opportunity by supporting aspiration and tackling poverty

Priority Outcomes

- a dynamic local economy, with high levels of growth benefiting us
- more residents in good-quality, well-paid jobs
- young people realising their potential
- more people living healthily and independently for longer
- reducing inequality and embracing diversity

Creating and maintaining a vibrant, successful place

Priority Outcomes

- an improved local environment
- better quality homes for all
- less crime and anti-social behaviour
- engaged, resilient and cohesive communities

3.4 This approach provides a new framework for the development of the Strategic Plan. The draft attached identifies a number of Strategic Objectives (see pages 9-11 of appendix 1). The Outline Plan also includes a proposed set of strategic performance measures to help track progress and impact. It is recognised that to achieve these outcomes at a time of reducing resources, the Council will need to transform itself over the next 2-3 years.

- 3.5 The Outline Strategic Plan provides an initial framework. A Strategic Plan Delivery Plan for 2016/17 will be developed which will set out the more detailed supporting activities and milestones. A final version of the Outline Strategic Plan, and the supporting Delivery Plan, will be submitted for consideration by Cabinet in April 2016.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The Strategic Plan is a core planning document; this report sets out the Outline Strategic Plan for 2016-19. The document provides a framework for allocating and directing financial resources to priorities for 2016-19.
- 4.2 In the event that, during the implementation of individual projects and schemes, financial implications arise outside the current budget provision, officers are obliged to seek the appropriate financial approval before further financial commitments are made. This report has no other financial implications.

5. LEGAL COMMENTS

- 5.1 The Strategic Plan specifies how the Council will prioritise delivery of its functions and thus ranges across the Council's statutory powers and duties. The proposed priorities are capable of being carried out lawfully and it will be for officers to ensure that this is the case.
- 5.2 Section 3 of the Local Government Act 1999 requires best value authorities, including the Council, to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The development of a Strategic Plan, together with its delivery and subsequent monitoring will contribute to the way in which the best value duty can be fulfilled. Monitoring reports to members and actions arising from those reports will help to demonstrate that the Council has undertaken activity to satisfy the statutory duty.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The Outline Strategic Plan 2016/17 has been informed by the Borough Equality Assessment and subject to an equality analyses screening exercise. When published in April 2016, the Strategic Plan Delivery Plan will incorporate the Council's Single Equality Framework equality objectives, ensuring that a focus on tackling inequality informs the strategic direction of the Council. This will enable the Council to demonstrate how it is meeting the requirements of

the Public Sector Equality Duty to prepare and publish objectives which demonstrate how the organisation will eliminate discrimination, advance equality of opportunity, and foster good relations between different people.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. The activities and measures in the Strategic Plan will be carefully monitored, helping to fulfil this obligation.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 The Strategic Plan includes a strategic objective relating to the creation of a better local environment, including a focus on recycling, parking and managing development pressure.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The Strategic Plan provides a strategic framework for other strategies and plans. Risks relating to the achievement of its objectives are therefore monitored through the Council’s corporate risk register and directorate risk registers. Risks are assessed for likelihood and impact, and have responsible owners and programmes of mitigating actions.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 The Strategic Plan includes a strategic objective relating to reducing crime and anti-social behaviour.

11. SAFEGUARDING IMPLICATIONS

- 11.1 The Strategic Plan includes a focus on vulnerable residents. There are no specific safeguarding implications.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Draft Outline Strategic Plan 2016-19 (appendix 1)

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE

Officer contact details for documents:

Kevin Kewin, Interim Service Head, Corporate Strategy and Equality
kevin.kewin@towerhamlets.gov.uk, 020 7364 4075