

<p>Cabinet</p> <p>28 April 2021</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Will Tuckley, Chief Executive</p>	<p>Classification: Unrestricted</p>
<p>Strategic Plan 2021-24</p>	

Lead Member	Executive Mayor
Originating Officer(s)	Sharon Godman, Divisional Director, Strategy, Policy and Performance Afazul Hoque, Head of Corporate Strategy & Policy
Wards affected	All Wards
Key Decision?	No
Reason for Key Decision	This report has been reviewed as not meeting the Key Decision criteria.
Forward Plan Notice Published	8 February 2021
Strategic Plan Priority / Outcome	All

Executive Summary

This report presents the council's revision of the Strategic Plan 2021-24 for approval by Cabinet. The Plan includes the council's continued response to COVID-19 and move into recovery of the borough, and thus reflects the council's priorities.

The approved Strategic Plan 2021-24 underpins the council's performance management approach and will initiate business planning for 2021-22.

Recommendations:

Cabinet is recommended to:

1. Approve the Strategic Plan for 2021-24 (Appendix 1), including revised actions and outcome measures that reflect the council's continued COVID-19 response and move to recovery;
2. Note that Directorates will develop business plans containing actions that deliver strategic priorities, including Strategic Plan outcomes and corporate equalities objectives; and
3. Delegate to Divisional Director Strategy, Policy & Performance to finalise the Plan following Cabinet in consultation with the Mayor.

1 **REASONS FOR THE DECISIONS**

- 1.1 The 2021-24 Strategic Plan further embeds Outcomes Based Accountability (OBA) into the council's strategic planning and delivery approach.

- 1.2 In this iteration, the Strategic Plan has been updated to consider:
- the continued response to the pandemic
 - moving into pandemic recovery for the borough
 - progress and achievements made since the last strategic plan
 - information relevant to priority-setting such as the council's performance and community needs
- 1.3 Also revised for the 2021-24 Strategic Plan are the high-level actions and measures. This is a normal part of the OBA approach – to review and reflect on progress made.
- 1.4 Importantly, the council's Strategic Plan is the cornerstone for the council's business planning and sets the frame for performance management. The Strategic Plan establishes the 'Golden Thread' that sets requirements for delivery of strategic priorities and achievement of outcomes, and will be the basis of business planning across the council for the coming year.

2 ALTERNATIVE OPTIONS

- 2.1 The Strategic Plan could remain as agreed in July 2020. This means the council's planned activities would not be reflective of the progress made and the learning gained from the council's pandemic response.
- 2.2 The Mayor and Cabinet may choose to further amend the Strategic Plan. If the Plan is amended, regard would need to be given to the council's Medium Term Financial Strategy, as well as any impact arising from the changes.

3 DETAILS OF THE REPORT

- 3.1 The Strategic Plan is arranged around three priority areas and eleven corporate outcomes:
- Priority 1 - People are aspirational, independent and have equal access to opportunities**
1. People access a range of education, training, and employment opportunities.
 2. Children and young people are protected so they get the best start in life and can realise their potential.
 3. People access joined-up services when they need them and feel healthier and more independent.
 4. Residents feel they fairly share the benefits from growth and inequality is tackled.

Priority 2 - A borough that our residents are proud of and love to live in

5. People live in a borough that is clean and green.
6. People live in good quality affordable homes and well-designed neighbourhoods.
7. People feel safer in their neighbourhoods and anti-social behaviour is tackled.
8. People feel they are part of a cohesive and vibrant community.

Priority 3 - A dynamic outcomes-based council using digital innovation and partnership working to respond to the changing needs of our borough

9. People say we are open and transparent putting residents at the heart of everything we do.
10. People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents.
11. People say we continuously seek innovation and strive for excellence to embed a culture of sustainable improvement.

- 3.2 In 2019-20 LBTH adopted outcomes based accountability, which is an internationally recognised approach that has a proven track record in supporting rapid improvement in delivering outcomes. Once outcomes have been decided, the actions needed to achieve those outcomes are determined by working backwards.
- 3.3 High-level actions were reviewed by Strategy, Policy and Performance: Strategy Leads, in consultation with Directorate Leadership Teams to ensure that a continued focus on pandemic response and recovery is reflected in the Strategic Plan. The Strategic Plan also reflects borough wide priorities agreed by the Tower Hamlets Partnership Executive Group to support the social and economic recovery of the borough.
- 3.4 The Strategic Plan will be delivered in the context of moving from pandemic to recovery. In doing this we will:
- ensure the council, residents and partners recover from the impact of the pandemic whilst continuing to respond to it
 - deliver Council priorities - including a sustainable future budget - and better outcomes for residents
 - grasp the opportunities from new ways of working, efficiency and effectiveness learnt during this period
 - work with partners to contain future outbreaks, minimise cases and deaths - particularly in our most vulnerable residents
 - communicate public health guidance
 - ensure affected residents get the support and care they need
 - ensure that the impact of service disruption is minimised
- 3.5 The Strategic Plan and activities will need to be reviewed on-going basis as we come out of phased lockdown and start to better understand the impact of the pandemic and national policy changes. Updates and changes to delivery will be reported through quarterly reporting to Cabinet.

Proposed changes to the Strategic Plan 2021-24

- 3.6 Thirty-four changes to existing high-level actions are proposed, including ten new/removed to result in a revised set of 75 high-level actions.
- 3.7 As part of our Annual Strategic Plan review process, Strategy, Policy and Performance: Strategy Leads, in consultation with Directorate Leadership Teams, also assess outcome measures to confirm they remain relevant and appropriate in light of changing priorities. Outcome measures are important as they allow the council to determine the extent to which we are achieving our outcomes, rather than measuring specific activities.

Next steps

- 3.8 The revised Strategic Plan for 2021-24 will be used to revise and strengthen business plans to include high-level actions and ensure delivery of strategic priorities for 2021-22.
- 3.9 These business plans will then be used to report performance to Cabinet, and progress of delivery in the coming year.

4 EQUALITIES IMPLICATIONS

- 4.1 An Equality Impact Assessment screening has been carried out on the Revised Strategic Plan 2021-24, and found that a full Equality Impact Analysis is not required as the proposal is likely to have no adverse impact on the protected characteristic groups.

- 4.2 In delivering the Strategic Plan 2021-24 services will consider inequalities that have been identified in the Borough Equalities Assessment to ensure these are addressed. In particular outcomes 4 & 8 focus on addressing inequality and strengthening cohesion in the borough.
- 4.3 The Strategic Plan also articulates the council's commitment to deliver on the objectives of the Tower Hamlets Plan, whose focus is on addressing inequality across the borough.
- 4.4 In addition to the Black Lives Matter movement, the disproportionate impact of COVID-19 on the Black, Asian and Minority Ethnic population has served to expose the severe consequences of the structural disadvantages and discrimination faced by these communities.
- 4.5 In recognition of the high level of concern raised about the longstanding levels of racial inequality in the borough, the council established a Black, Asian and Minority Ethnic Inequality Commission in September 2020.
- 4.6 In March 2021, the Commission delivered tangible and practical actions (<https://www.towerhamlets.gov.uk/Documents/BAME-Inequality-Commission/BAME-Inequalities-Commission-Report-and-Recommendations-2021.pdf>) which will deliver real change to the lives of our Black, Asian and Minority Ethnic communities, and allow the council and its partners to champion the enormous impact these communities can contribute to the borough.
- 4.7 The council will play a leadership role in taking forward the recommendations including changes in policy within the council.

5 OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications,
 - Consultations,
 - Environmental (including air quality),
 - Risk Management,
 - Crime Reduction,
 - Safeguarding.
 - Data Protection / Privacy Impact Assessment.
- 5.2 There are no other statutory implications to note.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 The Strategic Plan 2021-24 is a core planning document and provides a framework for allocating and directing financial resources to priorities over the next three years.
- 6.2 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.

7 COMMENTS OF LEGAL SERVICES

- 7.1 The Strategic Plan specifies how the council will prioritise delivery of its functions and encompasses the council's range of statutory powers and duties. The proposed priorities and activities are capable of being carried out lawfully and it will be for officers to ensure that this is the case.
- 7.2 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.
- 7.3 The plan has the potential to impact people who have a protected characteristic for the purposes of the Equality Act 2010. Therefore, the activities that contribute to achieving the plan will be equality assessed in accordance with the council’s procedures and where necessary consultation will occur to gain a proper understanding of the impact. If necessary this will be undertaken whilst decisions relating to the activities are still at a formative stage.
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Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1. Strategic Plan 2021-24.

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

- NONE

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