

<b>Committee/Meeting:</b>  <b>Overview and Scrutiny Committee</b>	<b>Date:</b>  5 April	<b>Classification:</b>  Unrestricted	<b>Report No:</b>  8.1
<b>Report of:</b>  <b>Originating officer(s)</b> Michael Keating Service Head One Tower Hamlets		<b>Title:</b>  Strategic Plan 2011/12: Outline Plan and Year 1 Action Plan  <b>Wards Affected:</b> All	

<b>Lead Member</b>	Alibor Choudhury
<b>Community Plan Theme</b>	All
<b>Strategic Priority</b>	All

## 1. **SUMMARY**

- 1.1 This report provides Overview and Scrutiny Committee with the Council's proposed Strategic Plan 2011/12: Outline Plan and Year 1 Action Plan.
- 1.2 The Strategic Plan details the Council's contribution towards achieving the objectives identified through the refresh of the Community Plan.
- 1.3 The development of the Strategic Plan has also been closely linked with this year's budget setting round to ensure that the Council's strategic priorities inform the budget setting process.
- 1.4 The Outline Plan (Appendix 1) and Year 1 Action Plan (Appendix 2) are attached as appendices to this report.

## 2. **DECISIONS REQUIRED**

Overview and Scrutiny Committee is requested to:-

- 2.1 Review and note the Council's Strategic Plan 2011/12: Outline Plan and Year 1 Action Plan.

### **3. REASONS FOR THE DECISIONS**

- 3.1 The Strategic Plan is the Council's core planning document, setting out the Council's vision for Tower Hamlets and its contribution to delivering the Community Plan.
- 3.2 The Strategic Plan reflects Community Plan priorities, the council response to the Government's Spending Review, the Mayor's priorities and the Council's transformation programme.
- 3.3 The Plan sets out a narrative of how the Council will seek to respond to and deliver these priorities over the coming year. This narrative includes the major programmes and initiatives for the Council over this period as well as how we will respond to political changes and financial pressures.
- 3.4 The Outline Plan also includes key performance outcomes to underpin the refresh of the Council's Performance Management and Accountability Framework.

### **4. ALTERNATIVE OPTIONS**

- 4.1 Cabinet might choose not to adopt the Strategic Plan. However, the Strategic Plan is part of the corporate business planning cycle. Cabinet approval of the Strategic Plan will ensure that the corporate business planning cycle is synchronised and that the development of Service and Team planning takes place in a coherent framework which supports the delivery of Council priorities.
- 4.2 Cabinet could choose to agree the Strategic Plan in altered form. If Cabinet wished to alter the Strategic Plan, regard would need to be given to budget constraints as well as the objectives set out in the refreshed Community Plan.

### **5. BACKGROUND**

#### **The Challenges Ahead**

- 5.1 The public sector is facing the most severe and probably the most prolonged period of real terms reductions for public spending for many decades. The Comprehensive Spending Review announced cuts of 27% over 4 years in central government funding of local government as well as cuts of up to 45-50% in capital funding.

- 5.2 Significantly, a far higher proportion of the cuts than expected will fall in year one, meaning we will need to take action extremely quickly to ensure a balanced budget for 2011/12. In addition, it is clear that grants targeted to particular needs and for more deprived communities will be particularly hard hit – meaning the impact on Council budgets could be significantly higher than the headline figures announced by Government.

### **Meeting those Challenges**

- 5.3 The refresh of the Community Plan has been undertaken by the Tower Hamlets Partnership, the borough's local strategic partnership. The Partnership includes residents, local community and voluntary organisations, businesses and public sector organisations such as the Council, police, NHS, schools and housing associations. The Partnership is committed to working together to improve the lives of all local people.
- 5.4 The Community Plan has been developed to consider the emerging challenges facing the borough as well as addressing the persisting issues affecting local people. It is a more focused response to the times we live in and the future ahead: allowing us to better manage current challenges whilst building a resilient community best placed to take advantage of future opportunities.
- 5.5 We need, therefore, to ensure that the Council is fit for purpose and continues to improve outcomes for local people at a time when the financial context is becoming much tougher. Addressing these challenges with significantly less money cannot just mean doing more of the same – it will require radical change and the Council has begun to develop a programme of transformational activity to ensure that we are fit for purpose to meet these challenges, in a way which is consistent with our current values.
- 5.6 This approach to transformation has been based around **3 key goals** – becoming more **lean, flexible and citizen-centred**, in order to enable us to address these challenges.
- 5.7 Further details concerning the transformation programme are set out within the plan (Appendix 1)

## **6. STRATEGIC PLAN DEVELOPMENT**

- 6.1 The refresh of the Strategic Plan consisted of a two-stage process. The first stage produced the Outline Plan which was presented to Cabinet in January. The second stage of this process produced the Year 1 Action Plan.

### **Stage 1 – the Outline Plan**

- 6.2 Directorates have fed into the development process through the Corporate Performance Network and Editorial Panel at meetings that have been taking place since September 2010. The development of the plan has also been aligned with budget planning to ensure that the two are integrated, as well as the refresh of the Community Plan which has involved a range of consultation with residents and partners.

### **Stage 2 – the Action Plan**

- 6.3 Following the production of the Outline Plan, the accompanying Year 1 Action Plan was developed.
- 6.4 As the implications of both national and local changes are unlikely to become fully clear within this timeframe it is likely that while a refreshed strategic plan for 2011/12 will be agreed, it will need to be re-visited for 2012 and beyond.

## **7. COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 7.1 This report describes a draft of the proposed Outline Strategic Plan for 2011/12 and is for one year.
- 7.2 The Strategic Plan is the council's core planning document and this report sets out the actions planned for 2011/12 and the Council's specific targets and deadlines are listed under the section "measuring our progress" in Appendix 1. The plan sets out a framework for allocating and directing financial resources to ensure that resources are aligned with those priorities and also reflects the need to make major savings across all Council budgets over the next three years.
- 7.3 The Council has agreed its Budget and Council Tax for 2011/12 at its meeting in March 2011. The work programme set out in the Strategic Plan 2011/12 will be reflected in that budget both for the Council as a whole and for each directorate. This report has no other financial implications.
- 7.4 In the event that during the implementation of individual projects and schemes throughout 2011-12 further financial implications arise outside the current

budget provision, officers are obliged to seek the appropriate financial approval before further financial commitments are made.

## **8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)**

- 8.1. In accordance with its obligation under section 4 of the Local Government Act 2000, the Council has, in partnership, prepared the Community Plan, which sets out its strategy for promoting or improving the economic, social and environmental well-being of Tower Hamlets. It is entirely consistent with the preparation of that overarching strategy, that the Council should adopt a plan for delivering on the targets contained in the Community Plan.
- 8.2. The outline plan sets out a number of broad objectives for 2011/2012, which are to be the subject of a more detailed action plan. There may be a variety of statutory powers that underpin the actions in the strategic plan, but by virtue of the direct links with the Community Plan, it is possible to justify them by reference to the well-being power in section 2 of the Local Government Act 2000. Pursuant to the well-being power the Council may do anything which it considers likely to achieve promotion of the economic, social or environmental well-being of the whole or any part of Tower Hamlets or all or any people resident or present in Tower Hamlets. It will be for officers to ensure that specific actions are carried out according to law, including by evidencing that each action will relevantly promote well-being.
- 8.3. 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 the actions in the strategic plan, together with their 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.

## **9. ONE TOWER HAMLETS CONSIDERATIONS**

- 9.1 The Council’s Strategic Plan is focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, plan priorities include the reduction of inequalities, the fostering of strong community cohesion and a priority that ensures we work

efficiently and effectively as One Council. These priorities are supported by a range of strategic activities and measures.

## **10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 10.1 The Strategic Plan also contains key initiatives such as the implementation of a local Climate Change Strategy to help reduce carbon emissions and fuel poverty.

## **11. RISK MANAGEMENT IMPLICATIONS**

- 11.1 Prioritising key activities, to ensure understanding of and focus on what is absolutely critical within the Strategic Plan was the major feature of the development of the Outline Plan. This prioritisation process provides clarity to staff and local people about what matters to the Council, and also provides a manageable set of strategic activities for Cabinet and CMT to monitor throughout the year to ensure we deliver.
- 11.2 The authority maintains a Corporate Risk Register that identifies the most significant corporate and strategic risks. The register contains details of the principal risks to the achievement of the objectives and targets in this plan.
- 11.3 Each of these risks is assessed for likelihood and impact and has a responsible owner and programme of mitigating actions/controls. The register is updated throughout out the year and reported quarterly to the Corporate Management Team. Each service maintains its own register of risks that feeds into the corporate monitoring and evaluation process. In this way senior managers assess risks, develop mitigating actions, and monitor progress in a systematic manner.

## **12. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 12.1 One of the themes of the Strategic Plan is a Safe and Cohesive Community. Specifically, the range of activities detailed in this section of the Strategic Plan focus on the visible signs of crime and anti-social behaviour as well as more visible enforcement and better community engagement. The Plan also recognises the need to go beyond tackling crime and ASB to focusing on improving people's sense of feeling safe and improving confidence in local policing, and ultimately help tackle the discrepancies between actual and perceived crime.

## **13. EFFICIENCY STATEMENT**

- 13.1 One Tower Hamlets is the overarching theme of the Council's Strategic Plan. The objectives which support this theme include the provision of effective and joined up corporate services and value for money across the Council. The activities detailed in the Plan which support these objectives will allow us to work efficiently and effectively as One Council.

**14. APPENDICES**

Appendix 1 – Outline Plan

Appendix 2 – Year 1 Action Plan

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**Local Government Act, 1972 Section 100D (As amended)  
List of "Background Papers" used in the preparation of this report**

No background papers were used in writing this report – Kael Long x4710