

Committee: Overview & Scrutiny	Date: 10 June 2008	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Chief Executive		Title: Strategic Plan, Annual Report and Best Value Performance Plan		
Originating officer(s) Louise Russell, Head of Performance Improvement Lucy Sutton, Performance Manager		Wards Affected: All		

Special Circumstances and Reasons for Urgency

- The report was unavailable for public inspection within the standard timescales set out in the Authority's Constitution, because of the continuation of negotiations with Government Office for London over the indicators and targets to be included within the Council's Local Area Agreement which it had been anticipated would be completed in time for publication of the agenda for this meeting of the Overview and Scrutiny Committee.
- The Local Area Agreement is the recognised delivery vehicle for the Community Plan and the principle target setting mechanism between central and local government. The Strategic Plan sets out the Council's contribution to delivering both the Community Plan and the Local Area Agreement. It was vital that the Community Plan, Local Area Agreement and Strategic Plan were consistent and aligned to allow proper consideration of the report by Members.

1. Summary

- 1.1 This report presents Tower Hamlets Council's Strategic Plan (2008/09) (Section 3), the end of year monitoring update on the full 12 months of the 2007/08 Strategic Plan (Section 4), the Best Value Performance Plan and Annual Report (Section 5), and information on how these relate to our financial outturns (Section 6).

The advice and comments of the Overview and Scrutiny Committee will be tabled at the Cabinet meeting for Members' consideration.

The final, integrated document will go to full Council on 25th June 2008.

2. Recommendations

- 2.1 That the Council's Strategic Plan 2008/09, end of year monitoring, Best Value Performance Plan and Annual Report be endorsed and that full Council be recommended to approve these Plans, attached at Appendix 1 and 3 to this report, subject to necessary and appropriate amendments to ensure that the plans are accurate, coherent and reflect the views of Members.
- 2.2 That the Chief Executive be authorised to make appropriate and necessary amendments to the Strategic Plan 2008/09 and BVPP (2007/2008) in advance of final publication.

**Local Government Act, 1972 Section 100d (As Amended)
List Of Background Papers Used In Preparation Of This Report**

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
Strategic Plan 2008 - 2011	Alan Steward Mulberry Place, 5 Clove Crescent, London E14 2BG 020 7364 3186

3 Strategic Plan 2008/09

The Strategic Plan 2008/09 has been developed to ensure that it:

- reflects the Council’s contribution to delivering the Community Plan for 2008/09;
- establishes a new set of Strategic Indicators based on the indicators within our new Local Area Agreement plus other priority National Indicators; and
- provides a strategic focus on Key Initiatives which contribute to the delivery of agreed priorities; more detailed activities will be incorporated within Directorate and Team Plans.

The plan has been informed by discussions with Cabinet members to prioritise key initiatives. Following this Overview & Scrutiny meeting the reports will be considered at Cabinet. As the Strategic Plan falls under the Budget and Policy Framework it will also be considered by Full Council on 25 June.

3.1 Structure and Content of Strategic Plan 2008/09

The structure and content of the current draft is as follows:

1. Vision – drawn from the vision developed for the new Community Plan
2. Context – summarised from the new Community Plan
3. The Strategic Plan and the Council’s role
4. Measuring our Progress
5. Key Initiatives and Milestones
6. Planning and Monitoring Framework
7. Use of Resources

3.2 Summary of Strategic Themes and Priorities

One Tower Hamlets

Priority: 1.1 To reduce inequalities, foster strong community cohesion and provide strong leadership and inclusive services

Objectives;

- 1.1.1 To reduce inequalities
- 1.1.2 Foster strong community cohesion
- 1.1.3 Provide strong community leadership and inclusive services

Priority: 1.2 Working efficiently and effectively as One Council

Objectives;

- 1.2.1 Ensuring value for money across the Council
- 1.2.2 Recruiting, supporting and developing an effective workforce

1.2.3 Providing effective and joined up corporate services to ensure the delivery of Council priorities

A Great Place to Live

Priority: 2.1 Provide affordable housing and strong neighbourhoods

Objectives;

- 2.1.1 Increasing the overall supply of housing for local people including a range of affordable, family housing
- 2.1.2 Provide decent homes in well designed streets and neighbourhoods
- 2.1.3 Planning new neighbourhoods with supportive services like primary schools, healthcare facilities and local parks.
- 2.1.4 Improving the quality of housing management and related services provided to tenants and leaseholders

Priority; 2.2 Strengthen and Connect Communities

Objectives;

- 2.2.1 Improving public transport networks and enabling more residents to walk and cycle safely
- 2.2.2 Bringing together communities to foster mutual understanding, a collective sense of wellbeing and avoid people being isolated
- 2.2.3 Ensuring communities have good access to a full range of facilities - including health services, schools and leisure

Priority; 2.3 Support vibrant town centres, and a cleaner, safer public realm

Objectives;

- 2.3.1 Providing first-class and well managed centres where people come together for business, shopping, leisure and recreation
- 2.3.2 Supporting and improving open spaces
- 2.3.3 Improving street lighting and reducing graffiti and litter

Priority: 2.4 Improve the environment and tackle climate change

Objectives;

- 2.4.1 Reducing energy use and using more renewable energy sources
- 2.4.2 Focusing on reusing wherever possible and recycling more
- 2.4.3 Adapting our built environment to cope with the changing climate and weather patterns

A Prosperous Community

Priority: 3.1 Support lifelong learning opportunities for all

Objectives;

- 3.1.1 Investing in the under 5s whose development provides the best possible foundation for long term success
- 3.1.2 Providing high quality schools, so that young people acquire the knowledge and skills they need to fulfil their full potential
- 3.1.3 Providing continuous learning opportunities, so everyone can learn basic and new skills at any age

Priority: 3.2 Reduce worklessness

Objectives;

- 3.2.1 Helping families escape poverty, by providing employment support and advice on debt management

- 3.2.2 Identifying and removing barriers to employment for target groups
- 3.2.3 Helping people to get employment by ensuring there is support and training before and after they land a job

Priority: 3.3 Foster enterprise

Objectives;

- 3.3.1 Providing incentives that encourage both business and social entrepreneurship
- 3.3.2 Maximising the opportunities for local businesses from key growth sectors, and the Olympic and Paralympic Games.
- 3.3.3 Promoting Tower Hamlets businesses and encouraging growth and tourism, with particular emphasis on the Olympics and Paralympics

A Safe and Supportive Community

Priority; 4.1 Empower vulnerable people and support families

Objectives;

- 4.1.1 Providing responsive and appropriate services for adults which promote independence, choice, security and community
- 4.1.2 Protecting children from harm and neglect
- 4.1.3 Preventing and reducing homelessness, and helping more people into settled homes and employment
- 4.1.4 Improving support for children and young people with disabilities and their families

Priority; 4.2 Tackle and Prevent Crime

Objectives;

- 4.2.1 Reducing crime and promoting successes effectively to reduce fear of crime
- 4.2.2 Reducing re-offending through holistic intervention with all who become involved with the criminal justice system
- 4.2.3 Making crime prevention a key element of all service planning - and improving community trust and engagement in strategic planning and service development

Priority; 4.3 Focus on Early Intervention

Objectives;

- 4.3.1 Improving parental engagement and support
- 4.3.2 Using joined-up approaches to address links between health, drugs, alcohol, education, skills, employment, accommodation, mental health, debt and benefits across all age groups
- 4.3.3 Improving parental engagement and support
- 4.3.4 Tackling the causes of crime by working with 'at-risk' groups, to nip problems in the bud
- 4.3.5 Using joined-up approaches to address links between health, drugs, alcohol, education, skills, employment, accommodation, mental health, debt and benefits across all age groups

A Healthy Community

Priority; 5.1 Reduce differences in people's health, and promote healthy lifestyles

Objectives;

- 5.1.1 Reduce the use of tobacco
- 5.1.2 Reducing rates of smoking, diabetes, high blood pressure and cholesterol
- 5.1.3 Slow down the increase in obesity
- 5.1.4 Improving sexual health

Priority; 5.2 Support mental health services to improve mental health

Objectives;

5.2.1 Providing high-quality accessible services

5.2.2 Combating discrimination against individuals and groups with mental health problems

5.2.3 Ensuring integrated planning and treatment with patients with multiple health needs

Priority; 5.3 Improve access to, and experience of, health services

Objectives;

5.3.1 Improving access to GPs, developing out-of-hospital services and improving access to high quality maternity care

5.3.2 Reducing waiting times

5.3.3 Promoting self-care and improving management of long term conditions

3.3 Outturns, targets and benchmarks

At this stage the outturn, target and benchmarks for key measures are not completed or finalised. This information is currently being collated following year end and will be included within the final draft to Full Council. As a number of the measures and indicators are new, it may not be possible to provide baselines or benchmarks in all areas but efforts will be made to provide complete data where possible.

3. Strategic Plan 2007/08 Monitoring Report

The Council's performance framework requires CMT and Members to consider our progress against Strategic Plan Activities every 6 months. This monitoring report provides an update on the full 12 months of the 2007/08 Strategic Plan, including the number and proportion of milestones achieving red, amber or green traffic lights and analysis of the milestones, in particular the reasons for unsuccessful implementation.

- Appendix 3a lists all the activities with green status – those which have been completed.
- Appendix 3b lists those activities that have red status – those which have not been completed. It provides detail on the status of milestones and a comment to explain performance.

The 2007/08 Strategic Plan set out our 12 strategic priorities and targets for the four-year period 2006-2010. It includes the objectives and targets for the year, the activities to be carried out to achieve those objectives, and milestones by which progress is monitored.

There are 363 activities, and 766 milestones in the 2007/08 Strategic Plan that were due for completion by 31 March 2008.

Strategic Plan performance is measured against the progress milestones for each key activity. Depending on progress against milestones, the activity is allocated one of three performance levels:

- RED = Activity Overdue; deadline has expired
- AMBER = Activity not yet achieved; deadline not yet reached
- GREEN = Activity Completed; outcomes achieved.

4.1 Progress Update

Tables 1 and 2 provide a progress update by Community Plan Theme and directorate respectively for activities and milestones due by the end of 2007/08. The percentage figure for green and red activities is as a percentage of all activities and milestones due for completion by the 31 March 2008.

Table 1: Total activities and milestones by Theme:

	Total		Total Completed (Green)		Total Overdue (Red)	
	Activities	Milestones	Activities	Milestones	Activities	Milestones
Living Safely	72	184	59 (81.9%)	162 (88%)	13 (18.1%)	22 (12%)
Living Well	61	123	46 (75.4%)	102 (82.9%)	15 (25.6%)	21 (17.1%)
Creating and Sharing Prosperity	40	80	36 (90%)	75 (93.75%)	4 (10%)	5 (6.25%)
Learning, Achievement and Leisure	55	131	45 (81.8%)	120 (91.6%)	10 (18.2%)	11 (8.4%)
Excellent Public Services	135	248	91 (67.4%)	190 (76.6%)	44 (32.6%)	58 (23.4%)
Total	363	766	277 (76.3%)	647 (84.7%)	86 (23.7%)	117 (15.3%)

Table 2: Total activities and milestones by Directorate:

	Total		Total Completed (Green)		Total Overdue (Red)	
	Activities	Milestones	Activities	Milestones	Activities	Milestones
Adults Health & Well Being	17	32	13 (76.5%)	25 (78.1%)	4 (23.5%)	7 (21.9%)
Chief Executives	41	78	32 (78%)	66 (84.6%)	9 (22%)	12 (15.4%)
Children's Services	77	173	59 (76.6%)	150 (86.7%)	18 (23.4%)	23 (13.3%)
Communities & Localities	106	258	85 (80.2%)	227(88%)	21 (19.8%)	31(12%)
Development & Renewal	41	83	34 (82.9%)	72 (86.7%)	7 (17.1%)	11 (13.3%)
Housing	15	32	12 (80%)	29 (90.6%)	3 (20%)	3 (9.4%)
Resources	66	110	42 (63.6%)	80 (72.7%)	24 (36.4%)	30 (27.3%)
Total	363	766	277 (76.3%)	647 (84.7%)	86 (23.7%)	117 (15.3%)

4.2 Outstanding activities

There are 86 Activities that are currently overdue and Appendix 3b includes comments to explain why the deadlines were not met for these activities.

4. BVPP and Annual Report

5.1 The Council's Annual Report and Best Value Performance Plan, including an Annual Report on the progress made in 2007/08 will be presented to Cabinet on 11 June and Full Council on 25 June. This is the last year that we are statutorily required to publish the Best Value Performance Plan by 30th June.

5.2 This report comprises the following key documents which, once finalised and approved, will make up the final report:

- Appendix 2 Draft Annual Report for 2007-08, compiled from Strategic Plan monitoring information;
- Appendix 4 BVPI, LAA, LPSA and SP – outcomes against targets for 2007/08; and

- Appendix 5 Tables explaining any significant variances between targets and outcomes – above target and below target.
- Appendix 6 Statement on Workforce Matters
- Appendix 7 Summary of Statement of Accounts – *to follow*.

The final accounts are still being prepared; the Summary of Statement of Accounts will follow by separate cover.

A brief commentary on each document is provided below:

5.1 Draft Annual Report (Appendix 2)

LAB is asked to review the draft Annual Report (Appendix 2) which reports on our progress against key activities and performance indicators in the Strategic Plan. The Annual Report differs from the Strategic Plan monitoring in Section 3 and Appendix 3, as the content of the Annual Report is prescribed by the statutory requirements relating to the Best Value Performance Plan, and the report is aimed principally at local residents. The Annual Report is published on our website alongside the BVPP. The report has been compiled from Directorate monitoring returns and is still subject to further development based on Directorate input.

5.2 Key Performance Indicators (Appendix 4)

The tables at Appendix 4 provide outturn and target data for all BVPI, LAA, LPSA and SP performance indicators. Whilst every effort has been made to provide comprehensive and accurate outturn data for this report, work is still ongoing to verify the outturn data and there may therefore be amendments to the final tables before submission to Cabinet and before final publication.

The final columns of the table provide an at-a-glance indication of whether we have achieved our target and whether we have improved as compared to last year. Green or red (both in colour and text) is used to indicate whether we have hit targets or not; in addition, up or down arrows are used to indicate direction of travel from last year. In summary, from data so far available:

Of 233 indicators where data is available currently, 122 indicators (52.4%) are red; 111 indicators (47.6%) are green [with 73 outstanding]. We have improved in 129 indicators (60.8%) with 63 (29.7%) deteriorating. 20 indicators remain the same – a number of these are ones where we have already achieved the maximum. 60 indicators have no previous year data for comparison; these are mainly LAA, LAAP and LAAS indicators.

The percentages are similar to the final figures for 2006/07. Of 247 indicators 52.6% were red, with 47.4% green. We improved on 60.9%, while 28.2% deteriorated. 22 of the indicators remained the same.

5.3 Tables explaining variances (Appendix 5)

In addition, we have provided explanations of any variances of 10% or more between targets and actual performance, as these need particular attention by managers and Members. We do this in two tables; one which highlights where performance has exceeded target

(Appendix 5a) and one where we have failed to meet the target (Appendix 5b). Explanations of reasons for the variances are included within the reports.

5.4 Statement on Workforce Matters (Appendix 6) and Summary Statement of Accounts

These statements are required by Best Value legislation. The statement on Workforce Matters meets our requirement to confirm that we are adopting the Code of Practice in our approach to workforce matters and contracting.

5. Finance

- 6.1 It is important that performance monitoring takes account of financial performance so that it can be shown to have been achieved within existing resources and therefore to be broadly sustainable.
- 6.2 The last corporate financial monitoring information available relates to the third quarter of 2007/08 to 31st December indicating an under spend for the year for 2007/08.
- 6.3 The final outturn figures for 2007/2008 are still being prepared and will be finalised before the submission on 2nd July of the General Fund Service Outturn report to Cabinet. However the Council is not currently expected to overspend based on current projections.
- 6.4 As part of our Best Value obligations we will be publishing a Summary of Statement of Accounts alongside the BVPP. This will be tabled at the Scrutiny Committee meeting as Appendix 6.

6. Consultation

- 7.1 Consultation on the new Community Plan has been extensive and on-going during the year, through a range of mechanisms. Consultation on budget priorities, areas for improvement and council tax and the Annual Residents Survey have contributed to the development of the Strategic Plan 2008/09. Cabinet members have also been involved, both through the Community Plan process and Strategic Plan prioritisation sessions.

7. Comments of Chief Financial Officer

- 8.1 This report seeks approval to the Strategic Plan and its implementation for the year ahead. The plan sets out the framework for allocating and directing financial resources both for the year ahead and the medium term, so that resources are aligned with priorities.
- 8.2 This year's plan was developed in tandem with the 2008/09 – 2010/11 revenue budgets and capital programme. The strategic planning goals are taken into account in setting these financial plans and the priorities outlined in this document are reflected within them.
- 8.3 The plan also includes a number of activities to maintain and further improve the quality of the authority's financial management and use of resources. Without sound

financial management, including achievement of value for money, the achievement of the authority's strategic priorities would be hampered.

- 8.4 Provision exists within the Chief Executive's Directorate Budget for the costs of publishing the document.

8. Concurrent Report of the Assistant Chief Executive (Legal)

- 9.1 The Council's Best Value Performance Plan (BVPP) which is appended to the Strategic Plan forms part of the Policy Framework and is required to be approved by full Council.
- 9.2 This is the last year that the Council is required to prepare a BVPP. A summary of the BVPP for 2007/08 must be published by 31 March 2008 and the full plan by 30 June 2008. We are also required to publish alongside the BVPP a Statement on Workforce Matters and a Summary of Statement of Accounts.

9. Equal Opportunities Implications

- 10.1 Equalities considerations are central to the inclusive vision of the Council and its partners in the Tower Hamlets Partnership and their promotion and support are fully reflected in the Strategic Plan. It represents the Council's service delivery commitments to improve the quality of life for all who live and work in Tower Hamlets and includes specific actions targeted at the different equalities groups.
- 10.2 An Equalities Impact Assessment on the Plan completed in January 2005 confirmed the comprehensive focus on equalities issues in the strategic planning process, and its recommendations for monitoring a broad range of equalities indicators are reflected in the proposed Plan.

10. Anti-Poverty Implications

- 11.1 The Strategic Plan is the Council's key vehicle for delivering the inclusive vision of the Council and its partners and reflects the borough's Community Plan and strategy for neighbourhood renewal, which is intended to make sure that minimum standards of quality of life are achieved for all communities in the borough.

11. Sustainable Action for a Greener Environment

- 12.1 The Strategic Plan embodies objectives, activities and milestones that work to create a greener more sustainable environment within the Great Place to Live theme.

12. Risk Management Implications

- 13.1 The Strategic Plan provides a clear, public statement of the Council's strategic priorities, which fully reflect the views of the Tower Hamlets Partnership, including local residents.
- 13.2 Since the Strategic Plan is reflected in the service plans and resource allocation of all Directorates, financial and other services risks are carried by individual Directorates. These are reflected in the Council-wide and Directorate risk registers.

Appendices:

- Appendix 1 –Strategic Plan 2008/09
- Appendix 2 – Annual Report for 2007/08
- Appendix 3a – Strategic Plan 2007/08 Monitoring: Completed Activities
- Appendix 3b – Strategic Plan 2007/08 Monitoring: Overdue Activities
- Appendix 4 – Outcomes against targets for BVPI, LAA, LPSA and SP indicators in 2007/08
- Appendix 5a – Variances between targets and outcomes: target exceeded
- Appendix 5b – Variances between targets and outcomes: target not met
- Appendix 6 – Statement on Workforce Matters
- Appendix 7 – Summary of Statement of Accounts – to follow