

| | |
|---|---|
| Cabinet 4 April 2017 |  TOWER HAMLETS |
| Report of: Graham White, Acting Corporate Director of Governance | Classification: Unrestricted |
| Strategic Plan Delivery Plan 2016-19 – Year Two (2017-18) | |

| | |
|-------------------------------|---|
| Lead Member | John Biggs, Executive Mayor |
| Originating Officer(s) | Sharon Godman (Divisional Director, Strategy, Policy & Partnership) Afazul Hoque (Interim Service Manager, Strategy, Policy & Performance) |
| Wards affected | All wards |
| Key Decision? | Yes |
| Community Plan Theme | All |

Executive Summary

This report presents the Delivery Plan for the Strategic Plan 2017-18 at appendix 2 for approval by the Mayor in Cabinet. It details how the Council's priorities and outcomes outlined in the Strategic Plan will be delivered over the next year in the context of national, regional and local challenges and opportunities.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the revised Strategic Plan (appendix 1);
2. Review and agree the Delivery Plan (appendix 2)

1. REASONS FOR THE DECISIONS

- 1.1 Cabinet in February 2017 agreed the Strategic Plan for 2017-18 which includes key priorities and outcomes the Council will focus on during the year. The Delivery Plan details the range of work the Council will undertake to achieve those priorities and outcomes.

2. ALTERNATIVE OPTIONS

- 2.1 This is year two of a three year Strategic Plan previously agreed at Cabinet in April 2016. The Mayor in Cabinet may choose not to agree a Delivery Plan. This is not recommended as there would be significant planning and performance gap which will lead to uncertainty about how the priorities are being delivered.

3. DETAILS OF REPORT

- 3.1 The Strategic Plan is a central part of the Council's Performance Management and Accountability Framework. The Plan is aligned with the Community Plan and the budget and sets out the priorities and outcomes as well as related corporate performance measures. The Strategic Plan was agreed by Cabinet in February 2017 and is arranged around three priority areas and a set of outcomes has been articulated as set out below:

Priority One: Creating opportunity by supporting aspiration and tackling poverty

Outcomes we want to achieve are:

- A dynamic local economy with high levels of growth that is shared by residents
- Residents in good quality and well-paid jobs
- Children get the best start in life and young people realise their potential
- People are healthy and independent for longer
- Gaps in inequality have reduced and diversity is embraced

Priority Two: Creating and maintaining one of the most vibrant and successful places in London

Outcomes we want to achieve are:

- An improved local environment
- Better quality homes for all
- People feel safe and places have less crime and anti-social behaviour
- Communities are engaged, resilient, and cohesive

Priority Three: Working smarter together as one team with our partners and community

- An enabling and efficient Council

Mayor's Priorities

- 3.2 The Mayor's vision is for the Council is to become an excellent organisation with the ambition to achieve the best outcomes for local people. Within the context of the priorities identified in the Strategic Plan the Mayor has identified 4 areas for particular focus during 2017-18 and a summary of these are detailed below:
- i. **Cleaner Streets:** Local people want to live in places they are proud of and the Council will support better waste and refuse arrangements and an improved public realm in neighbourhoods. This includes a focus on cleanliness, better lighting, attractive open space and improved enforcement regime.
 - ii. **Safer Communities:** Crime and fear of crime continues to be a key concern for local people and the Council will do more to make people feel safe and secure in their homes and estates. The Council will develop a clear plan to tackle anti-social behaviour and work with partners and residents to address local concerns. A key focus will be on behaviour change working collaboratively to ensure a greater focus is on early intervention.
 - iii. **Greater Prosperity:** The Council will ensure local people share in the growth of the borough and can access jobs and other opportunities. The new Workpath service will offer tailored support for those that need it and further enhance our work on a comprehensive offer for young people post-16.
 - iv. **Quality of Life:** The Council will enable and support local people to access more cultural, community and leisure activities. The Council will review and refresh our approach to meet the demand for sport and exercise facilities and increase our capacity to deliver smaller capital projects which will enhance the quality of life and area people live in.
- 3.3 These priorities are reflected throughout the Delivery Plan and do not detract from the priorities identified in the Strategic Plan. A review of the key deliverables from 2016-17 has also been undertaken and engagement with Cabinet Members and Directors to agree the deliverables. The Delivery Plan also takes into account strategic programmes such as the Smarter Together and strategies developed last year to ensure their delivery have been incorporated. In particular a greater focus has been placed on ensuring the activities are more delivery focused.
- 3.4 The year 2 Strategic Plan and Delivery Plan has been designed to be a lot more public facing to ensure staff, local residents and our partners understand

our priorities over the coming year. Work has been undertaken with Council departments to ensure the Delivery Plan is more concise and outcomes focussed.

- 3.5 The Delivery Plan has been assessed against the borough's equality assessment to ensure that a focus on inequality is being addressed and those activities and deliverables are marked by an *. This will be reflected in the Council's Single Equality Framework which will be reported to Cabinet in May 2017. Once the Delivery Plan is agreed, there will be a target-setting process for the strategic measures informed by the 2016/17 outturns.

Business Planning Framework

- 3.6 The Council is in the process of updating its performance management and accountability framework which will provide the structure to support the Council's transformation and enhance transparency and accountability. A new performance management system (Covalent) is being implemented which will support this work by enabling access to a range of management information in a visually compelling way which can be interrogated to support decision-making and drive improvement. It is envisaged that the system will be operational to coincide with Q1 2017/18 strategic monitoring.
- 3.7 Work is underway across Council departments to develop Directorate and Team Plans which will further detail how the priorities and activities will be delivered. This will then link to individual Performance and Development Review ensuring the 'golden thread' runs through from the Strategic Plan to individual work programme.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The Strategic Plan (year two 2017/18) is a core planning document; this report sets out the 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 Strategic Plan 2017-18 has been informed by the Borough Equality Assessment and subject to an equality analyses screening exercise. The Delivery Plan incorporates 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

- Strategic Plan 2016-19 – Year 2 2017/18 (Appendix 1)
- Delivery Plan 2016-17 (Appendix 2)

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

- NONE

Officer contact details for documents:

Afazul Hoque, Interim Service Manager Strategy and Performance ext. 4636