


<b>Cabinet</b>  25 July 2018	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Will Tuckley, Chief Executive	<b>Classification:</b> Unrestricted
<b>Strategic Plan 2018/19 – 2020/21</b>	

<b>Lead Member</b>	<b>Mayor John Biggs</b>
<b>Originating Officer(s)</b>	Afazul Hoque: Head of Corporate Strategy & Policy Thorsten Dreyer: Head of Intelligence & Performance
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	Yes
<b>Forward Plan Notice Published</b>	26 June 2018
<b>Reason for Key Decision</b>	Impact on Wards
<b>Community Plan Theme</b>	<b>All</b>

### **Executive Summary**

This report presents the Council's Strategic Plan 2018/19- 2020/21 at appendix one for approval by the Mayor in Cabinet. It details the Council's priorities and outcomes that will be delivered over the next three years in the context of national, regional and local challenges. The plan reflects the ambitions of the administration arising out of discussions on the manifesto and has been revised following discussions with the Mayor and Cabinet Members.

### **Recommendations:**

The Mayor in Cabinet is recommended to:

1. Formally adopt the Strategic Plan
2. Endorse the proposals for an improved outcome measure framework from 2019/20 onwards and the interim measures in the 2018/19 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.

## **2. ALTERNATIVE OPTIONS**

- 2.1 In line with our budget setting the Strategic Plan is a rolling three year plan which is updated annually so that it accurately reflects the Council's priorities. The Mayor may choose not to progress the 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 Cabinet may choose to further amend the Strategic Plan. This would require further presentation to Cabinet at a later date, delaying the planning process and potentially the delivery of some actions. If the Plan is amended, regard would need to be given to the Council's medium term financial plan, as well as any impact arising from the changes.

## **3. DETAILS OF REPORT**

- 3.1 The Strategic Plan is a central part of the Council's Performance Management and Accountability Framework and is the main strategic business planning document of the Council. It sets out the corporate priorities and outcomes, the high level activities that will be undertaken to deliver the outcomes, as well as the measures that will help us determine whether we are achieving the outcomes.
- 3.3 The plan covers a three year rolling period and contains an annually updated delivery plan. It is arranged around three priority areas and a set of corporate outcomes, which were agreed in draft as part of the budget setting process in January 2018. The outcomes have been subject to further refinement since then to reflect developments in relation to the administrations Manifesto.
- 3.4 The Plan is arranged around three priority areas:
1. People are aspirational, independent and have equal access to opportunities;
  2. A borough that our residents are proud of and love to live in;
  3. A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough.
- 3.5 In order to support delivery of these over-arching priorities the Council will work towards delivering the following outcomes:

### **Priority 1 -People are aspirational, independent and have equal access to opportunities**

- People access a range of education, training, and employment opportunities.
  - Children and young people are protected so they get the best start in life and can realise their potential.
  - People access joined-up services when they need them and feel healthier and more independent.
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- Inequality is reduced and people feel that they fairly share the benefits from growth.

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

- People live in a borough that is clean and green.
- People live in good quality affordable homes and well-designed neighbourhoods.
- People feel safer in their neighbourhoods and anti-social behaviour is tackled.
- 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**

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

3.6 The development of the Strategic Plan commenced in January 2018 with the Mayor in Cabinet agreeing the draft priorities and outcomes. Over the period up to the end of April, the Strategy, Policy and Performance Division worked with Directorate Leadership Teams to develop actions and potential measures to track progress of delivering against the outcomes. This resulted in an initial plan presented to the Corporate Leadership Team at the end of April 2018.

3.7 Following the local election in May, a number of focused manifesto pledge review sessions have been undertaken and these have been used to inform the further development of the Strategic Plan. In parallel to updating actions and outcomes, officers continue to the review of the draft outcome measure set to ensure they are more closely aligned to the new refined corporate outcomes. This version before Cabinet contains a set of interim measures for the duration of the 2018/19 plan. The retention of some measures from the existing set of strategic measures ensures that there is baseline and trend data in place.

3.8 The Strategic Plan is a key link in the 'Golden Thread' and is being used to inform directorate, service and team planning. It also sets out how the Council will deliver the objective and priorities set out in the new Tower Hamlets Plan developed by the Tower Hamlets Strategic Partnership. During the year ahead, and for implementation from 2019/20 onwards, we will develop a more refined outcomes measure framework to ensure that we measure what really matters, we can measure impact, and we measure what we can control as a local authority. The first full performance report for 2018/19 will cover the period April to September and will be presented to Cabinet in the autumn.

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- 3.13 Over the coming year, the Strategy, Policy and Performance division will work alongside the Finance division to develop a strategic outcomes-based accountability framework to underpin the Strategic Plan from 2019/20 onwards. This will result in a revised set of performance measures, which is much more closely linked on measuring impact (outcomes) rather than inputs or outputs.

#### **4. EQUALITIES IMPLICATIONS**

- 4.1 The Strategic Plan has been informed by the Borough Equality Assessment and subject to a Quality Assurance Checklist. The screening exercise has indicated that a full EA is not required as the Strategic Plan is focused on tackling inequality and fully exhibits due regard equality.
- 4.2 The Plan also includes the council's obligation to publish annual equality objectives as defined by the Public Sector Equality Duty.

#### **5. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 5.1 The Strategic Plan 2018/19-2020/21 is a core planning document and provides a framework for allocating and directing financial resources to priorities over the next three years.
- 5.2 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.

#### **6. LEGAL COMMENTS**

- 6.1 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.
- 6.2 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.
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- 6.3 In all aspects of the strategy there are clear implications for persons who have a protected characteristic for the purposes of the Equality Act 2010. Therefore, not only should an Equality Assessment occur (and potentially a number of them as parts of the strategy are implemented) but a clear strategy on an equalities consultation may be necessary whilst some of the decisions relating to the actions under the strategy are still at a formative stage. This is to ensure that the Council informs itself properly of the effects of the decisions on such persons. It will then be in a position to properly comply with the Equality Duties under that act.
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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE

### **Appendices**

- Plan on a page (Appendix 1)
- Strategic Plan 2018/19 – 2020/2021 (Appendix 2)

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

- NONE

### **Officer contact details for documents:**

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