


Cabinet 1 August 2022	 TOWER HAMLETS
Report of: Sharon Godman, Director, Strategy, Improvement and Transformation	Classification: Unrestricted
Strategic Plan 2022 – 2026 Adoption	

Lead Member	Mayor Lutfur Rahman
Originating Officer(s)	Stephen Bramah, Head of Strategy and Improvement
Wards affected	All
Key Decision?	Yes
Reason for Key Decision	Significant impact on wards
Forward Plan Notice Published	20 June 2022
Exempt information	None
Strategic Plan Priority / Outcome	The Tower Hamlets Council Strategic Plan sets new priorities for 2022 to 2026

Executive Summary

The Strategic Plan 2022 to 2026 is the council's main corporate business plan. The plan embeds the Mayor's vision and the administration's manifesto into a high level policy framework and demonstrates how they will be delivered alongside the council's statutory duties.

The plan sets a framework for performance monitoring and reporting. It is supported by and aligned with the Medium Term Financial Strategy.

The plan is accompanied by an Annual Delivery Plan which sets out how the plan priorities will be delivered in 2022/23. Annual Delivery Plans will be published each year until 2025/26.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the Tower Hamlets Council Strategic Plan for 2022 - 2026 (Appendix 1), and annual delivery plan for 2022/23 (Appendix 2).
2. Note the specific equalities considerations as set out in the plan and paragraph 4 below.
3. Delegate to the Director of Strategy, Improvement and Transformation in consultation with the Mayor and Chief Executive the development of indicators to monitor the impact of the annual delivery 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 The Mayor may choose not to progress the Strategic Plan. This course of action is not recommended as the strategic plan is key to the council's policy and budget framework. Not progressing would leave the council with a 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 and to embed the administration's commitments into planning.
- 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 THE REPORT

- 3.1 The Strategic Plan 2022 to 2026 (Appendix 1) is the council's main corporate business plan. The plan embeds the Mayor's vision and the administration's manifesto into a high level policy framework and demonstrates how they will be delivered alongside the council's statutory duties. It is supported by and aligned with the Medium Term Financial Strategy.
- 3.2 The plan sets council priorities for the life of the current administration. However, there is the option for a light touch review if major changes occur.
- 3.3 The Annual Delivery Plan for 2022/23 (Appendix 2) builds on discussions with the new administration about its priorities. It embeds delivery of manifesto commitments into the work of the council alongside our ongoing work to improve services and meet our statutory obligations.
- 3.4 The plan sets a framework for performance monitoring and reporting, and for the way we use our resources. Taken together, the Strategic Plan and Annual Delivery Plan reflect the council's commitment to focusing on improving outcomes for residents and the borough. Working together across traditional organisational boundaries, we need a relentless focus on what has the biggest impact on outcomes. This needs us to question not only how our services are performing, but also whether we are doing the right things to deliver the impact needed.
- 3.5 The plan includes a set of high level indicators which reflect the priority outcomes for residents and the borough. Improvements in these indicators will come as a result of many influences, from the economy to national

government, the council, residents and many local organisations. We will not set targets for these indicators, but will report on changes every year.

- 3.6 The Annual Delivery Plan will be supported by measures to track the implementation of activities, and the effectiveness of delivery. These will be developed following the plan's approval by Cabinet and before the first monitoring report which will cover the period April to September 2022 (Quarters 1 and 2 of the first plan period).
- 3.7 The Strategic Plan and Annual Delivery plan do not contain everything the council does. Services also have annual business plans which include day to day activities and help to ensure the council provides the effective and efficient modern services for residents.

4 EQUALITIES IMPLICATIONS

- 4.1 Equality is at the heart of everything we do as a council, from the money we spend, the people we employ to the services we provide. The borough's diversity is one of our greatest strengths. We are committed to the public sector equality duty under the Equality Act 2010.
- 4.2 The Strategic Plan has been subject to an Equality Analysis initial screening. The screening exercise has indicated that a fully Equality Analysis is not required as the Strategic Plan is focused on tackling inequality. The council is required by the Equalities Act 2010 to set an Equality Objective every four years and this strategic plan sets equality priorities, with specific activities to meet these objectives to be set out in our Annual Delivery Plan –
- Work with communities across the borough to bring people together from different backgrounds and promote understanding.
 - Uphold and protect equality and diversity in all circumstances.
 - ensure our workforce reflects the community
 - address inequalities particularly those faced by Bangladeshi and Somali communities
 - improve safety and opportunities for women
- 4.3 No adverse consequences are foreseen and the development of individual programmes and proposals arising from the plan will each be subject to an Equality Analysis.

5 OTHER STATUTORY IMPLICATIONS

- 5.1 The Strategic Plan is an important tool for the council to fulfil the 'best value' requirement set out in Section 3 of the Local Government Act. The Act 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". 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.

- 5.2 The Strategic Plan also embeds commitments which set out how the council will deliver its duties in relation to consultation, environmental and air quality duties, crime reduction and safeguarding.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 The Strategic Plan 2022 – 2026 is a core planning document and provides a framework for allocating and directing financial resources to priorities over the next three years.

- 6.2 Financial resources available are outlined in the Council's budget and Medium Term Financial Strategy. In the event that financial implications arise outside the current budget provision, officers are obliged to seek the appropriate financial approval before further financial commitments are made and such requests should usually be considered as part of the Council's budget setting process. In the Year One delivery plan there are indicative figures provided at this stage based on estimated costs of commitments - these will be subject to further refinement as part of the Council's MTFs process including growth bid business cases to assess value for money.

- 6.3 There are no other direct financial implications of this report.

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: Tower Hamlets Council Strategic Plan – 2022 - 2026
- Appendix 2: Tower Hamlets Council Strategic Plan – annual delivery plan 2022/23

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

- NONE

Officer contact details for documents:

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