

<p>Cabinet</p> <p>7 February 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Graham White, Interim Corporate Director of Governance</p>	<p>Classification: Unrestricted</p>
<p>Outline Strategic Plan 2016-19 – Year Two (2017-18)</p>	

Lead Member	John Biggs, Executive Mayor
Originating Officer(s)	Sharon Godman (Divisional Director, Strategy, Policy & Equalities)
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	All

Executive Summary

This report presents the Strategic Plan 2017-18 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 year in the context of national, regional and local challenges and opportunities.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Consider the Strategic Plan (appendix 1); and
2. Note that the final Strategic Plan and accompanying Delivery Plan will be presented to Cabinet in April 2017.

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. This report presents the draft Strategic Plan. The final Strategic Plan and accompanying delivery Plan will be considered by Cabinet in April 2017.

2. ALTERNATIVE OPTIONS

- 2.1 This is year two of a three year Strategic Plan agreed by Cabinet in April 2016. The Mayor in Cabinet may choose not to agree the draft 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 Mayor in Cabinet may choose to amend the draft Strategic Plan prior to approval. If he wishes to amend the Plan, regard would need to be given to the Council's medium term financial plan, as well as any impact arising from the changes. Amendments may be made to the draft Strategic Plan prior to its final approval in Cabinet, alongside the Strategic Plan Delivery Plan, in April 2017.

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 has been updated to take account of any changes and is deliberately a summary of the full three year strategic plan published in April 2016. It is accompanied by a Strategic Delivery Plan for 2017-18 – to be agreed by Cabinet in April 2017. The Strategic Plan is a public-facing document and the delivery plan will be more concise and outcomes focussed.
- 3.2. The draft Plan is arranged around three priority areas:
- Creating opportunity by supporting aspiration and tackling poverty; and
 - Creating and maintaining a vibrant and successful place.
 - Working smarter together as one team with our partners and community
- 3.3 In order to support delivery of these over-arching priorities a set outcomes have been articulated as set out below:
- 3.4 Priority One
Creating opportunity by supporting aspiration and tackling poverty
- Outcomes are:
- A dynamic local economy with high levels of growth that is inclusive and 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

3.5 Priority Two

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

Outcomes are:

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

3.6 Priority Three

Working smarter together as one team with our partners and community

- An enabling and efficient Council

3.6 This approach provides a new framework for the development of the Strategic Plan. The Plan also includes a proposed set of strategic performance measures to help track progress and impact. It is recognised that to achieve these outcomes at a time of reducing resources, the Council will need to transform itself over the next 2-3 years.

3.7 The Strategic Plan provides an initial framework. A Delivery Plan for 2017-18 will be developed which will set out our key deliverables. As in previous years, the Single Equality Framework equality objectives have been integrated into Plan and also include recent findings from the borough equality assessments. A final version of the Strategic Plan, and the supporting Delivery Plan, will be submitted for consideration by Cabinet in April 2017.

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. When published in April 2017, the Delivery Plan will incorporate 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

- Draft Strategic Plan 2016-19 (Appendix 1) -

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

- NONE

Officer contact details for documents:

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