Title: Developing the Corporate Plan 2018-2022

Report of the Leader of the Council

Open Report For Decision

Wards Affected: All Key Decision: No

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Summary

This report provides all members of the Assembly with the opportunity to comment on and contribute to the development of the Council’s strategic imperatives for the coming four years, work that will subsequently culminate in a new Corporate Plan in the Autumn.

A new administration was elected in May 2018 and a new Cabinet formed shortly thereafter. Building upon the solid foundations laid between 2014 and 2018, ambitious plans are in development to both consolidate the achievements of the last four years and deliver real change for the Borough over the next four and beyond. This report sets out the context for those plans, progress since 2014 and the broad themes, ideas and policies that are framing the Council’s bold approach to what happens next.

The Corporate Plan is a key part of the Council’s strategic planning, delivery and accountability framework. The development of a Corporate Plan ensures the Council’s contribution to achieving its vision and priorities is proactive, co-ordinated, and achievable. That is, it is resourced in line with the Medium Term Financial Strategy. It allows both Members and residents to measure progress in the Council’s delivery of its vision and priorities. Given its importance, the Leader has requested that this report comes to Assembly, at this juncture, to ensure all Members have the opportunity to discuss and debate the challenges we face, the implications for the future and the plans we have and need, to overcome them.

In July 2017, we launched the Borough Manifesto, setting out a shared, long-term, resident-led vision for the borough, which we developed in consultation with over 3,000 residents and stakeholders. The Manifesto sets out the aspirations and targets we hope to accomplish over the coming 20 years. The purpose of the forthcoming corporate plan will be to set out how we deliver progress against these targets over the medium term.

The 2017-18 financial year was a pivotal year for the Council, seeing the culmination of a number of significant changes to the shape and purpose of Council services and the launch of a number of Council owned companies each of which were formed to re-kindle a new kind of municipal entrepreneurialism and provide a basis for significant public-sector investment in housing and regeneration. Our new approach has been to shift the council from a paternalistic emphasis on 'meeting needs', to an organisation that is
designed from first principles to support individuals, families and communities grow their own capabilities: to learn, to work, to live healthily and to connect to one another. In this context our measures to accelerate the pace and scale of growth fit hand in glove with our work to enable people to benefit from that growth. It is about an organisation that is explicitly on the side of the endeavouring, striving and aspirational people of this Borough whilst maintaining support for those that are most in need.

In this context, our focus is also about making sure basic services are relentlessly reliable. From waste collection to simple transactions such as reporting a pot hole, we want the Council to work well for people. Over the last four years this has been about diagnosing and correcting a number of significant financial and operational issues which are a legacy from the past. This work now needs to be consolidated and strengthened, and while incidences of poor performance are reducing they remain too frequent. Accordingly, the mission is to drive accountability and performance improvement which will feature highly in the next iteration of our plans to our workforce.

The context within which we operate remains very challenging. By the end of the decade the Council will be spending roughly half what it did on services compared to 2010. This has been caused by an unprecedented reduction in government funding. However, there has been no corresponding reduction in our statutory obligations – in fact these obligations have increased over the years. Nowhere is this more apparent than with those services we provide to the most vulnerable children, young people and adults in our community. Indeed, given that over two thirds of the Council’s budget is now spent on safeguarding and supporting those most at risk, the most significant challenge facing the Council over the coming years is how we maintain and improve our Care and Support services, support people as best we can, while spending within a defined and diminishing cash envelope. Our Council is not alone in this challenge but given the changes we have made over the last four years, we are well placed to respond. Over the coming years our focus will be to use our new services - applying data, insight and evidence about what works - to focus our work and interventions so that those who need our services are suitably supported as early as possible. promote self-sufficiency and well-being and reduce dependency. In short, we will leave no stone unturned in supporting our residents to support themselves, enabling support from within the community as much as possible while ensuring Council services are there for those who need us most.

The new approach has received national recognition with the Council winning a number of prestigious awards recently including the LGC Council of the Year 2018. The Corporate Plan 2018-2022 will aim to build on that success focussing on delivery and performance over the next four years.

Recommendation(s)

The Assembly is recommended to:

(i) Comment on the context, approach and themes for future development set out in sections 1 and 2 of the report.

Reason(s)

Although there is no longer a specific statutory requirement to produce a Community Strategy or Corporate Plan, it is good governance to articulate the vision for the borough and agree the Council’s priorities to inform decision making and allocation of resources.
The key accountabilities and KPIs captured in the corporate plan will be monitored quarterly through the usual performance monitoring framework at Cabinet.

1. **Context, background and the story so far**

1.1. Our borough and the context within which the Council operates has changed radically over the last decade and will continue to change for the foreseeable future. These are challenging times with austerity set to continue, coupled with population changes, increasing statutory responsibilities, rising demand, government policy changes and, for too many years, stubbornly low relative outcomes across a number of key indicators for our residents.

Facts and Figures about the Borough:
1.2 Responding to this context, over the last four years, our approach has been to develop a New Kind of Council. At the heart of the changes we have made, is our community. We understand that it is residents that make Barking and Dagenham such a great place and it is our residents who are the key to making the borough ‘a place people are proud of and want to live, work, study and stay’.

1.3 Transformation for us, has people at its core so that they become the driver for change. Our new kind of council facilitates a new relationship by empowering our residents, building their resilience and reducing dependence, and enabling them to fulfil their potential by providing them with opportunities to prosper. It also acknowledges the concerns of residents, learning lessons from the past, ensuring
they receive reliable services that they expect and deserve. Finally, our intention is to grow the borough together in an inclusive manner that benefits all of our communities.

1.4 Four priorities underpin the new kind of council and enable us to focus our resources to deliver our vision. These are: encouraging civic pride; enabling social responsibility; growing together; and being a well-run organisation. The priorities reflect what residents have told us matters to them and what we need to deliver as an organisation to support the community and take the borough forward in the next four years.

1.5 As a new kind of council, our intention is to be bold, risk based, forward thinking, responsive, and informed by data. We want to understand what lies behind demand for our most expensive services so that we can better anticipate the needs of those individuals and families who are most at risk. In doing so, we can better support them at an early stage so that they overcome or avoid issues that might otherwise tip them into crisis and dependency. Working in this way, we want to protect services that safeguard and support the most vulnerable. This has meant redesigning front line services, but also investing in our ability to plan for the long term, build partnerships with others and developing the capacity of the community and voluntary sectors. Our aim is to harness the collective financial and non-financial resources of the public, private and voluntary sectors together with the hope, determination and aspiration of individuals, families and communities to live better lives, in a better place.

1.6 It's an approach which puts the outcomes we are seeking to achieve for residents at the heart of every conversation. It is also the process by which the council and our partners plan the services that are needed by the people who live in the local area, so that services are accessible, high quality and appropriate. This data, evidence and people led approach is also backed up with a commitment to understand and address the structural inequalities that too many of our resident's face, so that no one is left behind.

1.7 To help us in this task, we have also embraced a revival of municipal entrepreneurialism to generate vital revenues, to protect jobs and to intervene appropriately in private markets that are failing both local workers and the wider community. Working in this way, we’ve saved up to 1000 Council jobs that would otherwise have been lost to private sector competitors - competitors, whose principle approach to productivity is a rush to bottom on pay and conditions. We reject this model. By contrast, we are leading the way – demonstrating that decent pay and fair employment practice are the basis of a successful, competitive and high-quality product. This is a fresh and bold approach to the political economy of local government that in a small way marks a departure from the prevailing neo-liberal public management norms that have dominated public policy for the last 30 years. Where our services can also generate income we have supported and encouraged this approach.

1.8 In this context, it is not by chance, but by design that we were one of the first Council’s to pledge never to pay our staff less than the London Living Wage. Nor is it by chance that we have made it a requirement of our new state-owned companies that they do the same. It is by design that we have one of the lowest ratios of earnings between our highest paid and lowest paid employees and that we have
the lowest levels of outsourcing to the private sector. It means we value the involvement and active participation of trade unions in the running of the Council. It is not by chance, but design that we have one of the most generous trade union facilities time agreements of any London Borough.

1.9 Our municipal entrepreneurism also extends to a new approach to public sector investment – particularly in housing, but also in the arts, culture and heritage and in our social assets. The return on that investment being financial, social, cultural and behavioural. We need to meet pressing fiscal and housing needs, but it is also about fostering and supporting a new relationship with our residents as empowered citizens, placing an equal expectation on them, as well as on us.

1.10 For a century social and economic progress, and a sense of community and common identity have been inextricably linked in Barking and Dagenham. But in recent decades an over-reliance on the market’s ability to deliver jobs, housing and prosperity has let our residents down. For example, despite having land that could accommodate thousands of much needed new homes, the market has provided pitifully few – and even fewer that are truly affordable. Likewise, our residents have often felt excluded from investment in the arts and culture, which have been too heavily focused on major institutions in central London for which there is little perceived relevance to local communities. Our approach sees public sector investment as key to unlocking the potential of our people be that through the development of the next generation of municipal housing, by ‘Be First’ (our state-owned housing development and regeneration company), delivered through ‘Reside’ (our wholly owned housing company), or through investment in our heritage assets, parks and open spaces and in places that budding artists and performers can practice and thrive amongst settled communities. Liberation, in this context, is both about a reasonably priced roof over one’s head and the space to think, reflect, feel and belong.

1.11 Our approach to investment extends to social infrastructure too. In Community Solutions, and Care and Support where we are designing approaches that aim to tackle the root causes of problems rather than dealing with the presenting need, we will be investing in services once seen as being in the outer orbit of our Council priorities. Ending violence against women and girls; in-work support such as childcare, mental health services, drug dependency, chronic anxiety; overcoming isolation and loneliness; managing debt; help when the washing machine breaks; tackling fuel poverty; supporting our sons to do better at school; and ending the cycle of intergenerational childhood trauma and helping families to get by, all become central to our vision for our place and our people. It’s a vision where we all have a part to play: the public sector; the private sector; the voluntary sector; communities themselves alongside families and individuals; random acts of kindness and in new locally organised civic activism, all with the Council as enabler. In practice this means the Council acting as broker, investor, champion and the provider of those pivotal and uniquely public sector services that have the power to change lives for the better.

1.12 Alongside these radical ideas are the basic notions of good service. We can’t hope to win hearts and minds, change behaviour and work collaboratively to fix things, if the bins don’t get emptied, if the streets aren’t swept and if the phones are unanswered. If engagement and change is a product of trust, then trust is won or lost in the day to day transactions and services that most residents feel Council
services are all about. Investment in this context means getting the basics right. Over the last four years this has meant diagnosing and understanding long standing service leadership, operational and financial issues. The improvement agenda is now clear, new leadership is now in place, but the long-term management task of driving change has still to run its course. There are early signs of improvement. Customer services is a good example, just 12 months ago residents were experiencing intolerable waits on the phone – now average waiting times have been slashed and the uptake of on-line services as almost doubled. We need more of this improvement, and we need it to be sustained. The corporate plan will set out what that improvement needs to be, and when results can be expected.

1.13 Finally, its generally acknowledged that enforcement is key part of the Council’s armoury. After all, it’s generally not the Council that fly tips, engages in illegal subletting, or in late night anti-social behaviour. Residents and visitors to the Borough park their cars in a manner that causes a nuisance or indeed a danger to other road users. Enforcement services have improved significantly over the last four years and this year are on track to being financially self sufficient too. But there is more we can do, and the corporate plan will capture what these enhancements and priorities should be and how they will be executed.

1.14 Set against this back drop of ambition and intent, the election in May coincided with the end of ‘phase one’ of a programme of work to set the Council on the right course. 2018/19 will be a year where the changes made over the last couple of years need to be consolidated. This means, bedding in new management and leadership arrangements, delivering the financial benefits envisaged from the changes already delivered or in hand, and ensuring key services in priority areas improve. It also means plotting what needs to happen next to turbo charge delivery of our ambition. The corporate plan, currently in development, seeks to respond to, and address, both these conditions.
While much needs still to be done, comfort can be taken from early key signs of delivery, highlights of which include:

- Introduction of a licensing scheme to tackle rogue landlords in the borough – so far over 13,000 properties have been inspected and 25 rogue landlords have been successfully prosecuted.

- 91% schools are now rated ‘Good’ or ‘Outstanding’.

- ‘Progress 8’ measure (a test of the impact of our schools on attainment) 20th best in the country out of 151 local authorities

- The attraction of over £1 billion of investment to the borough for housing and physical infrastructure development.

- A new film studio in Dagenham East rivalling Pinewood – bringing jobs and investment as well as a huge boost to London’s creative industries and film and TV production in the UK.
London’s first Youth Zone, a state of the art youth facility providing year-round youth services for 2-300 children and young people everyday, with on-going funding from the private and voluntary sectors

- More than 2,800 new business start-ups in the borough
- £70 million deal clinched for new railway line to Barking Riverside
- The popular Summer of Festivals programme attended by 100,000 people last year
- £350 million committed to modernise council housing
- The first local authority to adopt a Gender Equality Charter, with over 150 businesses, organisations and individuals signed up already.
- Every One Every Day – the nation’s largest ever public participation exercise, working with 25,000 residents and delivering over 250 neighbourhood-led projects in the next five years
- Building has begun on a 4 lane, 50m Olympic size swimming pool at Becontree Heath Leisure Centre – opening in 2018
- 100% of our Children’s Centres are now rated Good or Outstanding by Ofsted and, following Ofsted’s two-day focused visit, we have encouraging feedback that our children’s services are improving and that we are keeping our children safe
- New cultural quarter at the Roding Riverside with the new Boathouse
- One of the first Council's in the country to be awarded the iIP new silver award for workforce management and leadership
- National recognition with awards being for workforce development, social housing, growth, school catering and of course the prestigious ‘Council of the Year’.

1.16 A particular highlight of the last 4 years have been our efforts to connect and reconnect with residents and actively listen to all parts of our community, even when (especially when) that feedback has been hard to hear. In the last year we engaged with an unprecedented 6,000 residents, through consultation and engagement work to find out what they care about and what they want for the Borough.

1.17 3,000 of our residents came together to produce the Borough Manifesto, a vision for the future of the borough which forms the top-level strategy for the Council and partners, to deliver the aspirations of our residents. They have also come together to develop the Good Neighbour Guide, a shared understanding of what citizenship means for Barking and Dagenham. Meanwhile, The BAD Youth Forum continues to give children and young people a voice and influence over decision-making. The Skittlz group is the borough’s Child in Care Council. The group comprises representatives from each age group who have a regular dialogue with senior managers to ensure the views of children and young people in care are being heard.
Moreover, we are using different platforms to engage residents, making better use of social media, including One Borough Live, in new and creative ways to keep residents informed and engaged. We now have over 10,000 twitter followers, 8,000 facebook followers, and a growing subscription to our weekly One Borough Newsletter. Our Street Tag initiative is using social media and app technology to engage residents with our New Me healthy lifestyles campaign. The impact has been evident with GovRank ranking us as the best performing digital Council in the Country (November 2017).

Looking to the future

Our vision for the future has driven by our residents captured in 2017 in the Borough Manifesto. The co-produced Borough Manifesto imagines what Barking and Dagenham will be like in 20 years as a place to live, work, study, and visit.
2.2 As an enabler and facilitator, the Council’s job is to make the community’s vision a reality. The Corporate Plan will set out our contribution over the next four years to deliver the Borough Manifesto. The priorities and performance measures we will use to drive progress and improvement link directly to the aspirations, themes, and targets of the Manifesto; ensuring that we have a co-ordinated and focused effort. This alignment creates a golden thread that runs from policy-making through to frontline service delivery.

2.3 Other local organisations, institutions, partners, and stakeholders are equally signed up to delivering the Borough Manifesto vision and aspirations. It is a shared endeavour and a shared commitment in response to where the community has told us it wants to go and the challenges this borough faces now and in the future. Through the Barking and Dagenham Delivery Partnership we are taking a place-based approach to cross-cutting issues, and to achieve common aims and outcomes.

2.4 Close and deep partnership working is essential to tackle complex social issues and is equally necessary to drive change at a quick pace. Current data about our population shows that socio-economic and health and wellbeing outcomes are behind London and UK averages. When we compare outcomes for our population against those of other London Boroughs we mostly sit at the bottom of the league
tables. This is unacceptable, and it is why we have fundamentally re-designed the Council. It is also why we are focused on delivering inclusive growth to change our residents’ lives.

2.5 Behind the Borough Manifesto are ambitious targets for improving those outcomes with clear benchmarks for where we want to be. The diagram below illustrates where we rank now and where what we can realistically achieve by 2037. To move up, even to mid-table or a few places, is challenging and means we will have to achieve big improvement and consistently outperform other London Boroughs.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Current Rank</th>
<th>Target Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti-social behaviour</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>Healthy weight</td>
<td>19</td>
<td>10</td>
</tr>
<tr>
<td>Healthy male life expectancy</td>
<td>25</td>
<td>19</td>
</tr>
<tr>
<td>Healthy female life expectancy</td>
<td>32</td>
<td>25</td>
</tr>
<tr>
<td>Waste</td>
<td>32</td>
<td>25</td>
</tr>
<tr>
<td>Personal happiness and wellbeing</td>
<td>32</td>
<td>25</td>
</tr>
<tr>
<td>Recycling</td>
<td>32</td>
<td>25</td>
</tr>
<tr>
<td>Improving income</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>Survival of new businesses</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>Cycling</td>
<td>32</td>
<td>25</td>
</tr>
<tr>
<td>Walking</td>
<td>32</td>
<td>25</td>
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<tr>
<td>Educational attainment</td>
<td>22</td>
<td>25</td>
</tr>
<tr>
<td>Unemployment</td>
<td>22</td>
<td>25</td>
</tr>
<tr>
<td>Domestic violence and abuse</td>
<td>22</td>
<td>25</td>
</tr>
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2.6 To measure the impact of our efforts to deliver the Borough Manifesto we have created a suite of indicators related to the themes within the Borough Manifesto. These targets and measures provide accountability and a source of truth about whether we are making an impact and delivering the vision the community has set.
Detailed plans and actions for the coming year are still being considered and will be finalised with portfolio holders over the summer before being captured in a final version of the corporate plan due for publication and agreement by Assembly in the Autumn. Table 1 below, sets out the indicative themes and priorities – this is by no means an exhaustive list, but gives a flavour of what can be expected in the new Corporate Plan.

Table 1: indicative themes and priorities for the coming year

<table>
<thead>
<tr>
<th>Encouraging Civic Pride</th>
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<tbody>
<tr>
<td>➢ Focus on efforts to promote cohesion and integration</td>
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<tr>
<td>➢ Development of a local giving model and the development of proposals for the future of infrastructure support in the third sector</td>
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<tr>
<td>➢ Development of master plans for major parks, including proposals to deliver improvements funded by developer contributions</td>
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<tr>
<td>➢ Conclude feasibility studies for new and improved heritage assets including: Eastbury Manor, the Abbey Ruins, the East End Women’s Museum and an Industrial Heritage Museum.</td>
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<tr>
<td>➢ Develop proposals for the centenary celebrations of the Becontree Estate</td>
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<tr>
<td>➢ Strengthen our commitment to equalities by implementing our equalities and diversity strategy, an annual programme of events including Women’s Empowerment Month, Black History Month and Pride</td>
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<tr>
<td>➢ Embed, consolidate and deliver improvements to the Refuse and Street Cleansing Services</td>
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<tr>
<td>➢ Continue to develop the summer of festivals programme including options to increase external funding</td>
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<tr>
<td>➢ Conclude a revised private landlord licensing scheme to promote the highest standards and reduce the impact of rogue landlords</td>
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<table>
<thead>
<tr>
<th>Enabling Social Responsibility</th>
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<tr>
<td>➢ Work with the Community Safety Partnership to focus on serious youth violence</td>
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<tr>
<td>➢ With the Metropolitan Police, bring forward improved local solutions for policing in the borough including 24/7 police station facilities, ‘Report it’ sites, and a more visible police presence.</td>
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<tr>
<td>➢ Support residents blighted by inconsiderate parking</td>
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<tr>
<td>➢ Crack down on grime crime and other forms of anti-social behaviour through increased media campaigning and by equipping more staff to report and enforce against unacceptable behaviour</td>
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<tr>
<td>➢ Bring forward proposals to reduce violence against women and girls</td>
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<tr>
<th>Growing together</th>
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<tr>
<td>➢ Develop a Barking and Dagenham Employment Framework: an industrial, jobs and skills strategy locating LBBD’s place in the changing London economy, leading to a set of key policy objectives developed and agreed with partners and then delivered collaboratively. Use this as a basis to discern:</td>
</tr>
<tr>
<td>➢ A revised work and skills offer (including adults skills)</td>
</tr>
<tr>
<td>➢ A new approach to business/employer engagement</td>
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</table>
The development of clear career pathways
A programme of employment promotion activity including Job Fairs

- Reduce homelessness and support residents with the role out of Universal Credit.
- Ensure delivery of the agreed regeneration and housing pipeline (and associated financial and socio-economic benefits to the council and residents). Work with Be First to identify further, future regeneration and development opportunities
- Conclude a new Housing Strategy that includes:
  - A needs and supply analysis that includes specialist housing
  - Proposals for a Right to Rent and Right to Invest policy
  - Consistent, aspirational and financially viable property standards to apply across new build and existing stock that moves beyond decent homes and delivers outcomes that are in time tenure blind
  - Delivery of a financially viable HRA
  - Ensuring all housing stock remains safe
- Develop of a Green Capital of the Capital strategy
- Implement Beam Energy
- Develop a Council wide demand management and resilience model for application across Community Solutions, Care and Support and all other relevant Council services. Including:
  - Early Identification
  - Resilience
  - Best Start in life
  - New target operating models for Children’s, and Adults Care support and the conclusion of the implementation of our vision for an all age disability service
- Contextual safeguarding: changing our approach and systems for keeping young people safe from exploitation
- Reboot and redefine the health integration agenda, making it work for Barking & Dagenham’s residents, including the delivery of a vision for health and wellbeing at Barking Riverside
- Develop a New Education and Participation Strategy – which includes a continuing drive to London standards, % of good/ outstanding schools, post 16 participation etc.

A well run organisation

- Develop the Medium Term Financial Strategy so that budgets can remain balanced.
- Refine, test and develop the Councils Investment and Acquisition Strategy so that the priorities are funded and investment returns delivered.
- Monitor implementation of Changes to the Constitution and undertake a 12 month review
- Conclude a strategy for exiting our contract with Elevate
- Drive continuous improvement across Customer Services and Case Work
3. Consultation

3.1 Over the last 18 months we have engaged over 6,000 residents as part of the Borough Manifesto consultation, the Good Neighbour Guide, the Resident Survey and other consultations. The input provided by residents has shaped our vision and priorities and the Corporate Plan.

4. Financial Implications

   Implications completed by: Katherine Heffernan, Group Manager - Finance

4.1 There are no specific financial implications as a result of this report; however, in light of current financial constraints it is imperative that Officers ensure that the Key Performance Indicators and Accountabilities are delivered within existing budgets. These budgets will be monitored through the existing monitoring process to identify and address potential issues and also any benefits as a result of improved performance on a timely basis.

5. Legal Implications

   Implications completed by: Paul Field, Senior Corporate Governance Solicitor

5.1 While it is correct to say there is no specific statutory duty to produce a corporate plan, it is a necessary element of good governance. The performance regime established by the Local Government Act 1999 as amended by the Local Audit and Accountability Act 2014 together with supporting legislation, requires the Council to work to achieve continuous improvement and best value. A corporate plan, its objectives and in time how the delivery measures up in terms of outcomes, are therefore one of the signifiers of a well-run local authority.

5.2 Furthermore the Accounts and Audit (England) Regulations 2015 Regulations obliges the Council to produce an Annual Governance Statement for each accounting year evidencing how the Council has performed. This is to be done in accordance with proper practices. The CIPFA / Solace Delivering Good Governance in Local Government Framework 2016 guidance sets out the required practice and that includes a clear statement of the Councils purpose and intended outcomes. The Corporate Plan thus plays a vital role in the legal duty to ensure sound governance of the Council.

6. Other Implications

6.1 Risk Management – There are no specific risks associated with this report. The corporate plan report and ongoing monitoring will enable the Council to identify risks early and initiate any mitigating action. The Council’s business planning process describes how risks are mitigated by linking with the corporate risk register.

6.2 Contractual Issues – Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.

6.3 Staffing Issues – There are no specific staffing implications.
6.4 **Corporate Policy and Equality Impact** – The vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council’s role in place shaping and providing community leadership. The key accountabilities and KPIs monitored allow the Council to track delivery ensuring resources and activity are effectively targeted to help achieve the vision and priorities.

There are no specific equality impact issues to consider as a result of this report. Working towards delivery of the vision and priorities will help tackle inequality. A key part of this is ensuring growth is inclusive and that no-one is left behind.

6.5 **Adults and Children Safeguarding** - The corporate plan highlights the importance of safeguarding both in respect of Adults and Children’s and protecting the most vulnerable members of the community. The priority **Enabling social responsibility** encompasses activities to safeguard children in the borough and is delivered through the Local Safeguarding Children Board. The Council monitor a number of indicators corporately which relate to Children’s safeguarding. By doing so the Council can ensure it continues to discharge its duties.

6.6 **Health Issues** - The priority **Enabling social responsibility** encompasses activities to support the prevention and resolution of health issues in the borough and is delivered through the Health and Wellbeing Board. The borough has a number of health challenges, with our residents having significantly worse health outcomes than national averages, including lower life expectancy, and higher rates of obesity, diabetes and smoking prevalence. Although delivery of health services is not the responsibility of the Council, together with health partners the Council is committed to tackling the health issues prevalent in the borough.

6.7 **Crime and Disorder Issues** - The priority **Encouraging civic pride** encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership. Whilst high level indicators provide Cabinet with an overview of performance, more detailed indicators are monitored locally.

**Public Background Papers Used in the Preparation of the Report**: None

**List of appendices**: None