

## CABINET

21 April 2020

<b>Title:</b> The New Corporate Plan 2020-22	
<b>Report of the Cabinet Member for Finance, Performance and Core Services</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
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<b>Accountable Director:</b> Mark Tyson – Director of Policy and Participation	
<b>Accountable Strategic Leadership Director:</b> Chris Naylor – Chief Executive	
<b>Summary</b>  This report introduces and appends for agreement the new Corporate Plan for 2020-22.  The Corporate Plan: <ul style="list-style-type: none"><li>• Reflects Business-as-Usual before the onset of the Coronavirus pandemic and explains why it is so important for Cabinet and Assembly to approve this position now, in support of both the immediate response to the pandemic and the Borough's eventual recovery;</li><li>• Describes and explains the Council's Strategic Framework, from the Borough Manifesto down to frontline service delivery and individual performance;</li><li>• Sets out the Council's overall approach to public service, as informed by its understanding of different forms of Council activity, the principles of public service by which the Council operates, and the Council's understanding of root causes and structural inequalities;</li><li>• Summarises how this approach is translated into a programme of activity across four key strategic priorities: Inclusive Growth; Prevention, Independence and Resilience; Participation and Engagement; and Well Run Organisation;</li><li>• Appends the Single Performance Framework (Annex 1 to Appendix 1), which details all the deliverable work to be undertaken, metrics to be analysed and targets to be achieved over the coming two years to deliver the Corporate Plan.</li></ul>	
<b>Recommendation(s)</b>  The Cabinet is asked to recommend the Assembly to approve the new Corporate Plan 2020-22 at Appendix 1 to the report.	
<b>Reason(s)</b>  Chapter 4, Part 2 of the Council's Constitution states that Assembly has the responsibility of "approving which plans and strategies shall form the Council's Policy Framework, requesting the Cabinet to prepare a draft (or draft amended) plan or strategy, and	

approving (or approving amendments to) the plans and strategies contained within the Policy Framework". After agreement by Cabinet in April, the Corporate Plan will be taken for agreement at Assembly in May 2020.

## 1. Background

- 1.1 This Corporate Plan, and the Single Performance Framework appended to it, are extra-ordinary. The priorities, actions, deliverables, outcome measures and indicators it describes reflect Business-as-Usual before the onset of the Coronavirus pandemic. As things stand, the council and its partners are fully focused on the response to Coronavirus. Our collective priority is to do whatever it takes to protect our residents, our staff and our communities from the worst effects of the pandemic, by maintaining core services, supporting the most vulnerable and following government guidance.
- 1.2 In less than a fortnight at the time of writing, the emergency response arrangements we have put in place have allowed us to:
  - Transition 75 per cent of our workforce to working from home. Those still coming into the office and working in the community are delivering vital frontline services while being supported to maintain social distancing;
  - Close several our premises and shifted even more of our services to remote provision, online and by phone, including our housing and homelessness services and our Job Shops; and
  - Work closely with partners across the Borough to establish BD CAN, a brand-new platform that is designed to mobilise volunteer efforts, alongside the resources of the social sector and public services, in support of our most vulnerable residents.
- 1.3 Critical to our response, and to our eventual recovery, is our ability to be clear about what we need to start doing, what we need to stop doing and what we might need to do differently as a result of the Coronavirus Pandemic. In other words, we need a baseline that will allow us to understand the full impact of Coronavirus on our ability to deliver our existing plans up to 2022. This Corporate Plan, and the Single Performance Framework that sits alongside it, is designed to provide exactly that.
- 1.4 Given the context, it is inevitable that some of the commitments it describes will need to be revisited. Officers will bring regular updates on these changes back to Cabinet throughout the next year as the medium-term implications of the pandemic become clearer.
- 1.5 This Corporate Plan (2020-2022) replaces the previous Corporate Plan (2018-2022) as the medium-term expression of the Council's goals and objectives. It has been written to sit alongside the Medium-Term Financial Plan, which was approved by cabinet in February 2020. As well as providing a baseline that will help to guide the council's response to and recovery from the Coronavirus pandemic, it has been written with a view to translating the Council's long-term vision and approach into a programme of activity between now and 2022 that reflects the political priorities of Members. In practice, this means that alongside the Corporate Plan we are publishing a Single Performance Framework, which sets out the specific actions,

deliverables, outcome measures and indicators that we will be using to monitor and manage performance in relation to these goals over the next two years (Annex 1).

- 1.6 The Council's vision and approach has evolved significantly over the past few years. The Borough Manifesto, developed on the back of thousands of conversations with residents, sets out our long-term vision for the Borough. The Ambition 2020 programme has created an organisation focused on delivering this vision through addressing the root causes of poverty, deprivation and health inequality. It has done so by continuing to adopt and embed new ways of working with our residents and with each other. Thoughtful use of data and insight to ensure the right people are getting the right support at the right times. A commitment to working with and through relationships. The potential for participation to empower our residents. And the need for ever-greater collaboration with partners across the Borough, from statutory agencies and the social sector to school, colleges, universities and the business community. All are essential ingredients of our preventative model and will become even more important in the context of our eventual recovery from Coronavirus.
- 1.7 Our vision and approach are being delivered through practical action across three overarching strategic priorities: Prevention, Independence and Resilience; Participation and Engagement; Inclusive Growth (as well as one for a 'Well Run Organisation', which is focused on creating best in class core and support functions). The Corporate Plan introduces these strategic priorities. The Single Performance Framework sets out the actions, deliverables, outcome measures and indicators that flow from them and that will be used to monitor performance up to 2022.
- 1.8 We cannot know exactly how the current situation is likely to evolve nor what challenges we will have to face together as the pandemic unfolds. But, by sharing this Corporate Plan now, we are providing a firm basis upon which to make difficult decisions, both now and in future.

## 2 The Structure of the Corporate Plan

2.1 The Corporate Plan, found in Appendix 1, is broken down into six sections:

- A **foreword** from the Leader of the Council and the Chief Executive explains why it is so important to adopt this Corporate Plan now, in the context of the response to Coronavirus, and that introduces the approach to public service that will be so central to realising our long-term vision for the Borough, as expressed in the Borough Manifesto.
- A section on the **Strategic Framework** explains the role of each level of the framework in guiding the Council's activity and approach to performance and commissioning;
- A section on the **Borough Manifesto** describes its role as the long-term vision for the Borough;
- A section on this **Corporate Plan** sets out the Council's long-term approach to public service as guided by our understanding of: the different forms of Council activity and when each type of activity can be useful; the principles of public service that the Council aspires to embody in everything it does; the root causes of poverty, deprivation and health inequality, as well as the ways in which these root causes intersect with personal and identity based characteristics to produce

structural inequalities for particular groups in our community. This section also introduces and summarises each of the key strategic priorities that will be essential to the delivery of this approach: Inclusive Growth; Prevention, Independence and Resilience; Participation and Engagement; and A 'Well Run Organisation'. A short narrative for each priority summarises the content of the Single Performance Framework;

- A section on individual **Cabinet Portfolios** introduces the Council's Cabinet and their individual portfolios, including a small number of priority actions and deliverables for each; and
- A section on **Delivering this** plan, introduces the processes of commissioning and performance through which this Corporate Plan will be delivered and through which performance will be managed across the Council over the next two years.

2.2 Appended to the Corporate Plan sits the Single Performance Framework, found in Annex 1. The Single Performance Framework describes two things:

- The priority actions and deliverables we are committed to delivering over the next two years (to May 2022), and any milestones and timelines for each; and
- The critical outcomes measures and/or indicators that will tell us if we are on the right track in the most important areas of performance, with an explanation of the relevance, frequency and – where applicable – target(s) for each.

2.3 The Single Performance Framework will help us to monitor and manage performance across the system over the next two years, providing senior officers and Members with an integrated view of progress across different service delivery blocks. Crucially, it will also provide a clear baseline from which we will make the difficult but necessary decisions about what we need to start doing, what we need to stop doing, what we need might need to delay and by how long, and what we might need to do differently in order to keep our residents safe and well during the Coronavirus pandemic.

### 3 **Consultation**

3.1 The Council's approach described in the Corporate Plan is fuelled by and dependent upon ongoing participation and engagement of a variety of forms. This includes large-scale engagement exercises, such as that which co-produced the Borough Manifesto or, more recently, shaped the 'Borough and Me' programme and wider inclusive growth agenda. It also includes in-built mechanisms for resident and service user co-production, participation and engagement within frontline public services such as in Care and Support and Community Solutions. And it includes ongoing mechanisms and avenues for democratic resident participation such as through the operation of the Neighbourhood Fund, or workshops and collaboration with the local social sector.

3.2 Within the workforce, a range of activity over the past year has sought to build on the programme of engagement which previously shaped Ambition 2020. This has included focus groups, consultations and workshops. And more recently, the 'join the conversation' programme of activity has commenced to improve the collective understanding of what the workforce believe enables the form of public service described in the Corporate Plan, how the Council could work more widely according to the principles of this document, and what gets in the way.

## 4 **Financial Implications**

4.1 Implications completed by: Philip Gregory, Finance Director

4.2 The importance of ensuring that the Council is financially solvent with a secure and sustainable future is a priority within the Corporate Plan and work to achieve this is set out in the 'Well Run Organisation' section of the document. The Council has developed a Medium-Term Financial Strategy, which supports the interaction between its financial and Corporate Planning and identifies how the Council will make sure it links its financial decisions to the delivery of the Corporate Plan.

4.3 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 Single Performance Framework is delivered within existing budgets. These budgets will be monitored and reported to Members through the existing monitoring process on a timely basis.

## 5 **Legal Implications**

5.1 Implications completed by: Dr Paul Feild Senior Governance Solicitor

5.2 There is no specific statutory duty to produce a Corporate Plan, but 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.

5.3 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 Council's 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** – The risks associated with the ongoing Covid-19 pandemic are accounted for in the decision-making processes of the Council's Strategic Framework, described in the Corporate Plan. The wider approach to risk will be captured in the performance process that supports the analysis of the Single Performance Framework.

6.2 **Corporate Policy and Equality Impact** – a full Community and Equality Impact Assessment has been undertaken and is found in Appendix 2.

- 6.3 **Safeguarding Adults and Children** – The strategic priority of Prevention, Independence and Resilience covers work to be undertaken to support the Council’s approach to safeguarding.
- 6.4 **Health Issues** – The approach of the Corporate Plan is predicated on an ever-evolving understanding of the root causes of poor outcomes and health inequalities in Barking and Dagenham. A series of root causes informs the Council’s activity and the content of the Single Performance Framework.
- 6.5 **Crime and Disorder Issues** – This agenda is covered by both the strategic priorities of Prevention, Independence and Resilience; and Inclusive Growth.
- 6.6 **Property / Asset Issues** – Activity on the Council’s approach to all its assets – housing, community, service and other – are covered across the Single Performance Framework.

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

**List of Appendices:**

- **Appendix 1** - The Corporate Plan 2020-22, incorporating the Single Performance Framework 2020-22 (**Annex 1**)
- **Appendix 2** - Community and Equality Impact Assessment for the Corporate Plan 2020-22