

The Barking & Dagenham Corporate Plan

2020 to 2022

To Note

This Corporate Plan, and the Single Performance Framework appended to it (in annex 1), are extra-ordinary. The priorities, actions, deliverables, outcome measures and indicators they describe reflect Business-as-Usual before the onset of the Coronavirus pandemic. In the foreword that follows we set out why we think it is important to share these plans with Cabinet now, before continuing to reflect on their deliverability in the weeks and months ahead. Given the context, it is inevitable that some of our commitments will need to be revisited. We will bring regular updates on these changes back to Cabinet throughout the next year as the medium-term implications of the pandemic become clearer.

Foreword

On March the 16th, the government introduced social distancing measures in response to the continued emergence of Coronavirus as a significant threat to people's health, wellbeing and prosperity. Just over a week later, they announced a formal 'lockdown' of public life. These measures have been taken to protect the public, whether through the avoidance of infection or through ensuring critical national infrastructure remains resilient as the pandemic unfolds.

During this time, the Council has been playing its part by doing everything we can to keep our residents safe and well. At the earliest possible moment, we established emergency response procedures that have allowed us to make good decisions quickly, ensuring that all essential services continue to operate effectively. We have also been working more closely than ever with our partners to make the most of our collective resources. The speed of this response, not just from public sector agencies like schools, educational institutions and the NHS, but from the social sector, the business community, and the hundreds of residents in the Borough that are volunteering to support their friends and neighbours, has been nothing short of remarkable; everyone is playing their part.

In less than a fortnight at the time of writing, these arrangements 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 of 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.
- 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.

For as long as necessary, our collective focus will remain squarely on protecting our residents, our staff and our communities from the worst effects of Coronavirus, by maintaining core services, supporting the most vulnerable and following government guidance. Like everyone else, we will do whatever it takes.

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, has been

written to provide exactly that. In the circumstances, we have decided to keep it as simple as possible: No design and no fuss.

The actions, deliverables, outcome measures and indicators it describes reflect our long-term vision for the Borough and its people. This vision is captured in **the Borough Manifesto**, a document created in partnership by over 100 partners and more than 3,000 residents. The Manifesto is our benchmark, the standard to which the Council will continue to hold itself.

The vision it describes - *“a place that people want to live, work, study and stay”* - is underpinned by the belief that our Borough, and our residents, can and should aspire to more. Everyone wants something different out of life, but no one should have to accept high levels of unemployment and low pay, low levels of educational attainment and lower life expectancy than almost anywhere else. **Our mission is to raise aspiration.**

Even before Coronavirus, we recognised that raising aspiration would require a radical response from the Council and its partners, in the context of a decade of austerity and a community that continues to suffer from the effects of poverty, deprivation and health inequality. **New East New Thinking**, a document co-produced by the Borough’s political and community leaders, suggests that achieving our vision in this context is going to take nothing less than ‘a system reboot from 20th century ways of deciding and doing things to a new 21st century way’¹.

Over the past four years, the Council has undergone significant transformation, redesigning itself and the way it delivers services. In doing so, it has remodelled itself into a new Council, one that looks and feels very different than it did before. This ‘system reboot’ was designed to increase our capacity to prevent problems in our Borough from developing into crises. It recognised that only by building a **preventative system** capable of addressing the **root causes of poverty, deprivation and health inequality** can we achieve our shared vision for the Borough.

In time, we will start to emerge from the shadow of Coronavirus. And when we do, we believe that an approach to public service that focuses on addressing root causes will never have been more important. This means we need to continue embedding **new ways of working with residents and with each other**. We need thoughtful use of data and insight to ensure the right people are getting the right support at the right times. We need a commitment to working with and through relationships. We need the potential for participation to empower our residents. And we need ever-greater collaboration with partners across the Borough, from statutory agencies and the social sector to school, colleges, universities and the business community. All these things will continue to be essential ingredients of our preventative model.

This Corporate Plan provides a baseline in terms of the actions, deliverables outcome measures and indicators that we will need to affect if we are to deliver this approach up to 2022, through practical action across through three strategic priorities: **Inclusive Growth; Participation and Engagement; and Prevention, Independence and Resilience** (as well as one for a ‘Well Run Organisation’). These strategic priorities cover all areas of Council activity, including activity targeted at addressing those issues that are, in normal times, of foremost concern to our residents. Every year our residents tell us that the perception of crime and public safety (including anti-social behaviour) as well as the cleanliness of the public realm and the scourge of fly tipping are the issues that they care about most. Our approach to enforcement and prevention

¹ Cllr Rodwell, Darren. *New East New Thinking*. 2018.

in relation to these issues cuts across our strategic priorities and is captured throughout the Single Performance Framework.

But these are not normal times. We cannot know exactly how the situation is likely to evolve nor what challenges we will have to face together in the weeks and months ahead. This Corporate plan has been written to support our response to the pandemic, whilst ensuring we are ready and able to lead the recovery as and when appropriate.

We hope it provides an anchor in these unsettling times, to a brighter and more aspirational future for our Borough.

Stay home. Save lives.

Cllr Darren Rodwell and Chris Naylor

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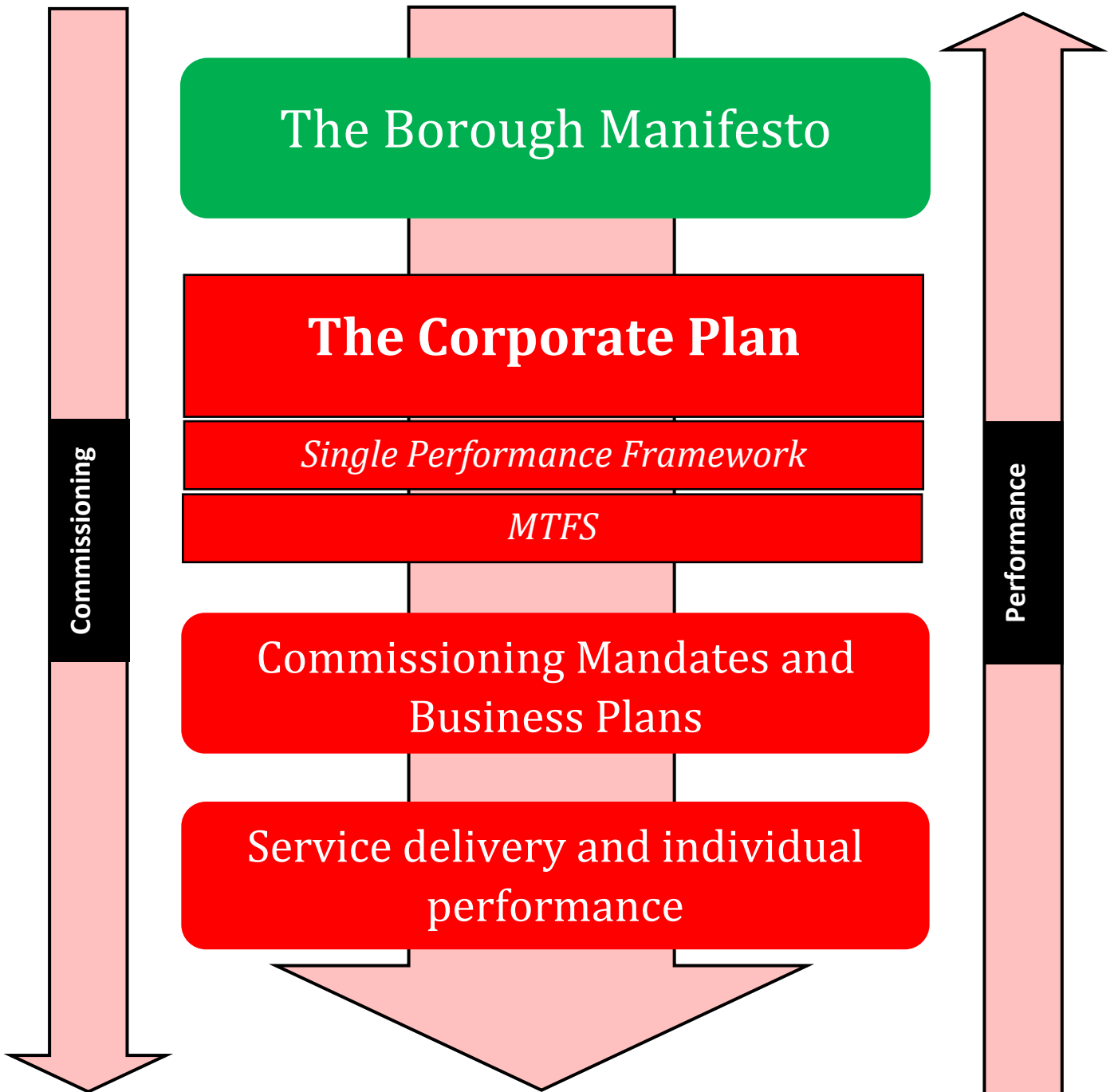
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Annex 1: Single Performance Framework

The Strategic Framework

The Council's Strategic Framework helps us to make decisions and manage performance. It includes the 'golden thread' of documents that describe our priorities in the long, medium and short terms, and which are managed through our commissioning and performance processes. It provides a clear line of sight between the ultimate vision of the Borough Manifesto to day-to-day service delivery and individual performance.



The top-line of the 'golden thread' is the **Borough Manifesto**, providing a shared long-term vision for Barking & Dagenham.

Our approach to realising this long-term vision is translated into medium-term priorities and programmes of activity in this document, **The Corporate Plan**. The Corporate Plan explains the Councils' overall approach to public service and translates this approach into tangible activity through the **Single Performance Framework**. The Single Performance Framework sets out, in detail, the activity we intend to undertake and the objectives we aim to meet over the next two years across the three key strategic priorities that make up the Council's agenda:

- 1. Inclusive Growth**
- 2. Participation and Engagement**
- 3. Prevention, Independence and Resilience**

The fourth and final element of the Single Performance Framework, which enables the three key strategic priorities listed above, is the activity we undertake in relation to the Council's core support functions, captured under '**Well Run Organisation**'.

The Single Performance Framework contains two types of data which allow us to analyse the progress we are making towards achieving our objectives: specific actions to be delivered, with milestones and deadlines against them; and quantifiable outcome measures and indicators, with definitions and targets where relevant.

The Corporate Plan (and the Single Performance Framework) is agreed by the Council's Assembly and is the responsibility of Cabinet to deliver over the next two years. This means that as well as having individual responsibilities (described in the Cabinet Portfolio section of this document) each Cabinet Member will need to collaborate across portfolios and with each part of the organisation to realise the priorities it describes. It also means that every activity described in the Single Performance Framework has a Lead Cabinet Member assigned to it.

The Corporate Plan and Single Performance Framework shape and are shaped by the **Medium-Term Financial Strategy (MTFS)**.

The Corporate Plan, including the Single Performance Framework, and the MTFS in turn shape the commissioning mandates, business plans and other documents through which we plan the activity of each service and delivery block within the Council's system. These drive frontline service delivery and individual performance management.

In what follows we summarise each of the elements of our 'golden thread', before introducing the Single Performance Framework in Annex 1.

The Borough Manifesto

The Borough Manifesto lists a set of 11 aspirations, co-produced with over 3,000 residents in 2016-17, which collectively form our long-term vision for the Borough:

A place where every resident has access to lifelong learning, employment and opportunity.	A place with high-quality education and sustained attainment for all residents.	A place which supports residents to achieve independent, healthy, safe and fulfilling lives.
A place with sufficient, accessible and varied housing.	A place people are proud of and want to live, work, study and stay.	A place where businesses and communities grow and thrive.
A friendly and welcoming Borough with strong community spirit.		A place with great arts and culture for everyone, leading change in the Borough.
A place where everyone feels safe and is safe.	A place where everyone is valued and has the opportunity to succeed.	A clean, green and sustainable Borough.

This vision is underpinned by the belief that our Borough, and our residents, can and should aspire to more. Everyone wants something different out of life, but no one should have to accept high levels of unemployment and low pay, low levels of educational attainment and lower life expectancy than almost anywhere else. Our mission, to realise this vision, is to raise aspiration.

This Corporate Plan

Despite and because of the urgent pressures we face in response to the COVID-19 Coronavirus pandemic, we cannot lose sight of our long-term vision and our approach to building a preventative system capable of achieving that vision.

In Barking & Dagenham, our approach is shaped by **three core hypotheses**:

- 1) Whilst continuing to deliver high-quality services for those that need them most, the Council must **build a preventative system** capable of facilitating platforms and networks that encourage participation and delivering interventions that shape economic outcomes and challenges behaviours. In other words, we must think carefully about **what** we do.

These services, platforms, networks, and interventions must address every level of need in our community. They must provide the **foundations** that every resident relies upon in order to pursue their aspirations. They must provide a **first call** for residents who are experiencing problems, before these problems turn into crises. And they must provide **acute and specialist** services for our most vulnerable residents.

- 2) A preventative system needs to identify and address the **root causes** of poverty, deprivation and health inequality. Only through addressing root causes for the people our insight tells us are most at risk can we ensure that **no-one is left behind**. In other words, we must think carefully about **who** we work with.

While our understanding of root causes in Barking & Dagenham will continue to evolve over time, the very best of our data, insight and experience points us to a series of ten that are, as things stand, most strongly correlated with poor outcomes for our residents:

1. Lack of affordable housing	6. School exclusions and educational attainment
2. Inadequate or poor-quality housing stock	7. Social isolation
3. Higher than average unemployment	8. Mental wellbeing
4. Low household income and low pay	9. Substance misuse
5. Debt	10. Domestic abuse

Each of these risk factors intersects with a set of personal and identity-based characteristics that flow from the diversity of our community to produce structural inequalities between different groups. A preventative system demands that we address these inequalities at source.

- 3) Building a preventative system capable of addressing the root causes of poverty, deprivation and health inequality demands that we adopt **new ways of working that prioritise relationships, participation, collaboration and insight**, whilst maintaining a crystal-clear focus on getting the basics right. This requires a new relationship with residents and with each other. In other words, we must think differently about **how** we work.

In practice this means applying a set of design principles that describe the kind of relationships we want to build with our residents across everything we do:

1. Prioritise prevention	5. Empower through participation
2. Get the basics right	6. Safety is everyone's business

3. Understand, don't just assess	7. Learn, and act based on insight
4. Focus on people's strengths	8. Work in partnership

These principles are even more important in the current context: **We all have a part to play** in ensuring our community remains as safe, well and healthy as possible as the Coronavirus pandemic evolves. Partnership, collaboration and participation will be vital to supporting one another during these difficult times.

Our hypotheses, including our commitment to addressing the structural inequalities experienced by specific groups in the community, will act as a guide for everything that we do over the next two years and beyond, including the specific actions and deliverables set out in this corporate plan and the Single Performance Framework that sits alongside it.

Our strategic priorities

The delivery of this approach demands action across three key areas. The Council's plans for the next two years are organised around these strategic priorities, which mirror the three pillars of New East New Thinking:

- **Participation and Engagement** *Empowering residents by enabling greater participation in the community and in public services.*
- **Prevention, Independence and Resilience** *Children, families and adults in Barking & Dagenham live safe, happy, healthy and independent lives.*
- **Inclusive Growth** *Harnessing the growth opportunity that arises from our people, our land and our location, while ensuring it is sustainable and improves prosperity, well-being and participation for all Barking & Dagenham residents.*

Alongside them sits a fourth priority, '**Well Run Organisation**', which focuses on the efficient and effective operation of the Council itself.

The actions and deliverables that we have planned in relation to each of these priorities, alongside the outcome measures and indicators that we will use to monitor and track progress, are captured in the **Single Performance Framework** that sits alongside this Corporate Plan.

In what follows, we summarise our plans for the next two years in relation to each strategic priority.



Participation and Engagement

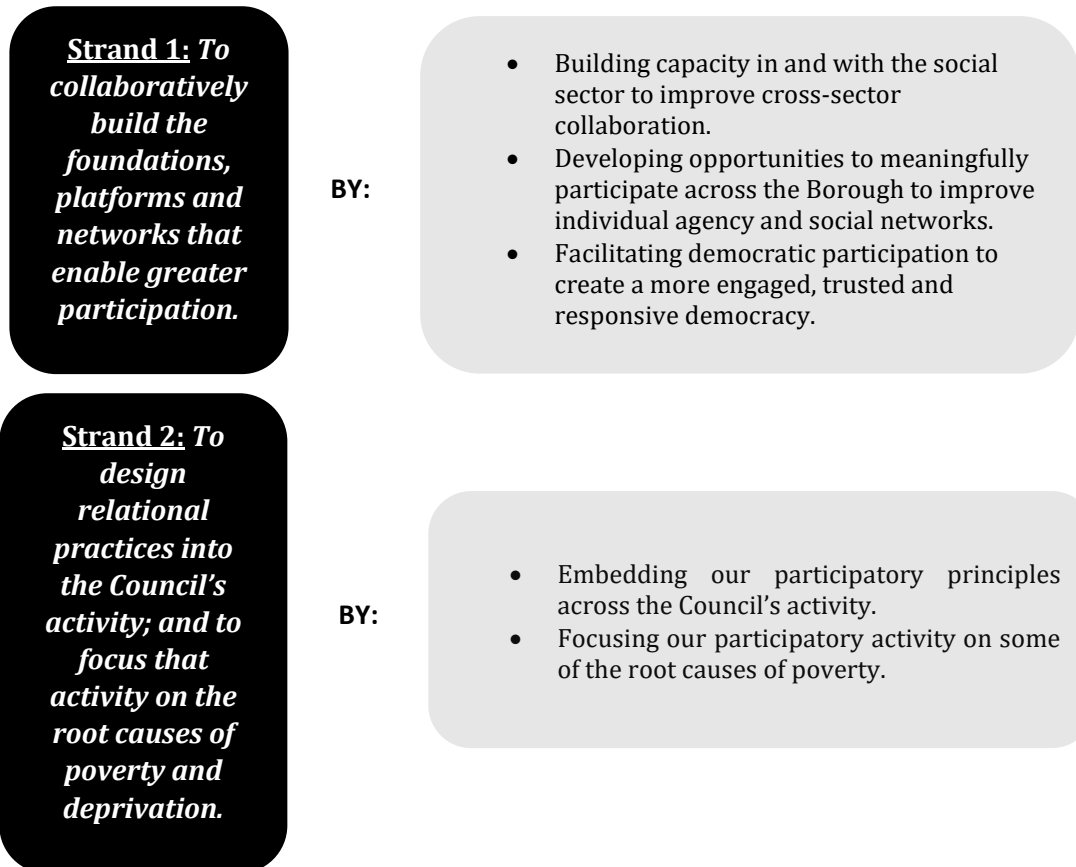
By participation and engagement, we mean:

Empowering residents by enabling greater participation in the community and in public services.

The challenge this priority seeks to address is the need for the Council to move its activity in the community from paternalism to participation and, ultimately, to embrace a new relationship with its residents. The Council is doing this firstly because an empowered community is a positive outcome in and of itself. And secondly because greater individual agency and stronger social networks are key to building independence and preventing poor outcomes, and the act of participation – in its many forms – is an effective way to enable individual agency and build social networks.

This priority sets out the context for this agenda, how it has shaped and been shaped by the Council’s wider approach to public service, and the Council’s plan to achieve the outcomes described through a two-stranded process over the coming two years.

To see the full list of commitments that flow from our Participation and Engagement Strategy please refer to the Single Performance Framework that is appended to the Corporate Plan. Below is a brief summary of each key priority.



Strand 1: To collaboratively build the foundations, platforms and networks that enable greater participation.

The first part of this priority describes the Council’s efforts to build the foundations, platforms and networks that enable greater participation both as individuals and collectively. This is important because the Council believes, from best practice and the experience of our work in recent years, that platforms which enable participation are effective means of enabling individual

agency and stronger social networks, which in turn act as gateways to improved socioeconomic and health and wellbeing outcomes. This is particularly important for places such as Barking & Dagenham, because high levels of poverty and deprivation act as constraints to individual agency and strong social networks.

The work of Every One Every Day is beginning to show that firstly, the act of participating in the community with one's neighbours improves a range of outcomes associated with individual agency and social networks, such as confidence, feelings of being welcome and accepted, and friendships. Secondly, it is showing that these outcomes associated with agency and social networks act as 'gateways', enabling more complex outcomes associated with improved health and wellbeing.

Therefore, over the next two years, the Council will work with partners and the community to develop platforms and networks; the wider social infrastructure of the Borough; to make it as easy as possible for residents to participate however they choose.

Building capacity in and with the social sector to improve cross-sector collaboration.

The Council's relationship with the social sector; which we define as all individuals, groups and organisations that act in pursuit of social change, with voluntary and community, social enterprises, charities and faith groups at its core, as well as individuals and funders; is critical to our collective ability to enable participation.

The Council will build on the progress made in recent years by, firstly, enhancing its collaboration and commissioning with the BD_Collective; a new collaborative platform for local social sector organisations created in 2019 to stimulate new opportunities in the Borough, intentionally growing cross-sector partnerships and connecting people, places and projects across Barking & Dagenham. Through this partnership with the social sector we will develop a local giving model to make it easier for people and organisations to give to causes that matter. We will create a coherent and integrated volunteering platform. And we will create a consistent approach to community assets that enables social value. We will also continue to strengthen our partnership with the faith sector.

Developing opportunities to meaningfully participate across the Borough to improve individual agency and social networks.

For a Borough with high levels of socioeconomic deprivation, and therefore limited mobility, it is vital that there are opportunities to participate in the community and in the culture and heritage of the Borough at a local level.

This refers firstly to the Council's partnership with Participatory City Foundation in support of the participation platform Every One Every Day. We will continue to act as an enabler of the platform and will work in partnership with Participatory City over the next two years to develop and implement a long-term sustainability plan to ensure it remains in the Borough on a permanent basis.

Secondly, Barking & Dagenham has a rich culture and heritage to celebrate and draw upon. The Council will develop its already strong cultural events programming. It will engage the community further with the Borough's heritage assets, parks and open spaces. And it will bring the potential of culture and heritage much closer to the way the rest of the Council's services are run.

Facilitating democratic participation to create a more engaged, trusted and responsive democracy.

Opportunities for residents to engage with and shape the running of our local democracy represent a vital form of participation. Our representative democracy can be strengthened by bringing residents closer to how we work and enabling them to deliberate over its outcomes. In practice, we have already kicked off a version of a platform for community mobilisation, organisation and decision making through the Citizens Alliance Network (CAN), in response to the Coronavirus pandemic. In the long-term, CAN will become a platform for deliberative democracy and community organisation, curated and operated by residents themselves.

To support the work of CAN, the Council will continue to find ways to bring residents closer to the way we work and make decisions. We will organise citizens assemblies and similar methods, as well as changing the way we commission and design services.

Strand 2: To design relational practices into the Council's activity; and to focus that activity on the root causes of poverty, deprivation and health inequality.

The second part of this priority concerns how we will design relational practices into the Council's activity, whilst focusing that activity on the root causes of poverty, deprivation and health inequality. The concept of relational working; a culture of public service delivery that focuses on fostering positive relationships with and between people; is central to the participation and engagement agenda.

Embedding our participatory principles across the Council's activity.

The Council will work to embed the participatory principles described in this document across the Council's services, interventions, platforms and networks, so that they embody the new and empowering relationship we are seeking with our residents. This includes how we will communicate with residents and how we will empower the workforce.

Our work to make the Council's activity more relational and participatory overlaps with the activity described in the other parts of the Single Performance Framework. The priorities of Inclusive Growth; Prevention, Independence and Resilience; and 'a Well Run Organisation' must each be undertaken with participation at their heart, seeking new ways to work with residents and the social sector as equals.

Focusing our participatory activity on some of the root causes of poverty.

The final part of this priority describes how the Council will use participatory methods to address the root causes of poverty, deprivation and health inequality described above. Whether low pay and debt, social isolation and mental wellbeing, domestic abuse or housing and homelessness, participatory techniques will inform the Council's approach to addressing these wicked issues.

Prevention, Independence and Resilience

By prevention, independence and resilience we mean:

Children, families and adults in Barking & Dagenham live safe, happy, healthy and independent lives.

We must ensure that our services foster resilience and the capacity of our residents to confront and cope with life's challenges and to maintain their wellbeing in the face of adversity. Evidence shows that resilience could contribute to healthy behaviours, higher qualifications and skills,

better employment, better mental wellbeing, and a quicker or more successful recovery from illness. Resilience is not an innate feature of some people's personalities. Like adversity, it is distributed unequally across the population, and is related to broader socio-economic inequalities which have common causes: the inequities in power, money and resources that shape the conditions in which people live and their opportunities, experiences and - crucially - their relationships.

Despite Barking & Dagenham becoming a younger, better-connected and more diverse Borough over the last 10 years, it still has too many residents experiencing a poor quality of life, too many children and young people achieving low educational performance, too much crime and anti-social behaviour, unacceptable levels of health inequality, and too many families struggling to make ends meet. This strategic priority seeks to address these issues directly.

Most of the time, people living in our Borough engage with Council services because they need to do so for specific, time-limited reasons, which might change as they go through life. They rightly expect our services to provide the help they need when they need it, and to do so safely and effectively. Many people are independent and resilient for most if not all their lives, drawing strength from family, friends, neighbourhoods and communities, and wish only for light-touch assistance from public bodies. Others need more support.

We will have the greatest success in empowering individuals and families where we can intervene earlier, preventing a problem from escalating into crisis. As well as providing the right services, platforms, networks and interventions that help to build resilience, local communities must have the capacity and infrastructure to support people to access them. We need to fundamentally change the way we interact with residents, prioritising choice, recognising that everyone's needs are different, and putting the responsibility for positive change in the hands of residents wherever possible.

Over the next two years this approach to service delivery is being delivered through action across fifteen priority areas:

Working together with partners to deliver improved outcomes for children, families and adults. We cannot realise the ambitions that we have for our residents alone. We must maximise the assets of our local public sector economy given the challenging financial landscape, and do this within the context of significant changes either in motion, or on the horizon, that will reshape how we work with some of our key partners and, in some cases, how they themselves operate. It is vital, therefore, that the Council continues to take forward its role as a system leader and orchestrator across prevention and statutory services, exemplifying excellent partnership work to ensure the best services possible for our residents.

Providing safe, innovative, strength-based and sustainable practice in all preventative and statutory services. If we are to reduce dependency on statutory services, we must adopt a holistic, individual and family-centred approach that helps us to take better-informed, targeted action, that can make the most difference to residents' lives. Our approach must be capable of making the most of assets and services that already exist in the community and further build on our successes so far in integrating health and social care across the Borough. The way we work with people must raise aspirations among residents, breaking intergenerational cycles and show that everyone can expect more from themselves and their community.

Every child gets the best start in life. Ensuring that every child has the best start in life and that our young people are ready for a happy, successful adulthood is perhaps our biggest single priority. This means ensuring mothers enjoy healthy pregnancies and support for children under five and wider families is strong. To do this we want to create a child-friendly Borough where

every child is valued, supported and challenged so that they go on to develop the ambition, skills and resilience to succeed. Children in Barking & Dagenham should live safe and healthy lives and know that they live in a welcoming and nurturing community.

All children can attend and achieve in inclusive, good quality local schools. Everyone deserves to reach their full potential, and this means continuing to drive educational standards and attainment and education standards at all levels, including for our most vulnerable pupils. The Borough has seen strong and steady improvements in education standards over several years, and schools are one of our greatest assets. At August 2019, 92% of Barking & Dagenham schools were rated as 'Good' or 'Outstanding' by Ofsted, above the national average (86%) and almost at London average (93%), based on provisional Ofsted data. Headteachers and staff in schools work in challenging circumstances. They have seen the most rapid growth in the country in school places and some of the highest growth in children with special education needs and disabilities (SEND) and the complexity of needs that they present. Despite this challenging context, it is to their credit that the Borough's schools exemplify some of best inclusive practices for children with SEND in the country.

More young people are supported to achieve success in adulthood through higher, further education and access to employment. Successive government reviews and wider evidence suggest improving pathways and employment outcomes for learners requires vocational training with a clear line of sight to work. An ability to shape the curriculum to meet employers' broad skills needs as well as those of learners is important, as is the availability of structured and relevant work placements. This means engaging employers early so that we can build cohort sizes that make apprenticeship training viable for the College as well as working in collaboration with key education partners to improve opportunities for all young people.

More children and young people in care find permanent, safe and stable homes. Over the last two years our looked after children's service has placed greater emphasis on early permanency for children in our care, and consequently the number of children coming into care under Section 20 has significantly reduced. To ensure children can remain at home with their families where suitable we have invested in good 'cusp-of-care' services. We have also established an Access to Resources Team, Crisis Intervention Service and consistent use of Family Group Conferencing. This is supplemented by our Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT) programmes. Our Caring Dads programme supports fathers who are a source of safeguarding concerns to focus more on the needs of their children.

All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs. As Corporate Parents, we are committed to ensuring that our care leavers live in homes that are suitable for their needs and that an increased proportion enter education, training or employment. Our enhanced local offer for all care leavers up to the age of 25 is now available via an app and continues to be developed and improved with their input. Further work is being done to ensure it is fit-for-purpose and capitalises on the benefits of the Council's inclusive growth agenda.

Young people and vulnerable adults are safeguarded in the context of their families, peers, schools and communities. A priority will always be ensuring that children, young people and vulnerable adults in most need are safe and experience a reduced risk of harm, violence and exploitation. We need a true multi-agency response to those most at risk of exploitation, reducing the risk of children going missing and the numbers of children accommodated over age 16 as a result of vulnerability to exploitation. Safeguarding young people and vulnerable adults from violent extremism is also a priority, be it in the form of Far-Right aggression or so called 'Islamist' extremism in the Borough.

Our children, young people, and their communities' benefit from a whole systems approach to tackling the impact of knife crime. We also believe that it is every person's right to feel safe and to be safe in their community. Being safe is a basic requirement for creating civic pride and community cohesion. Too many of our residents have told us they often do not feel safe in their neighbourhoods. We are working together to challenge and intervene in unacceptable behaviour such as environmental crime, anti-social behaviour, discrimination of any form, exploitation and knife crime.

Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors. Responding to the entrenched challenge of domestic abuse in the Borough remains both a considerable challenge and an absolute priority. Domestic abuse reduction is already a key priority in the Health and Wellbeing Strategy and last year we published our new Violence Against Women and Girls Strategy, which sets out the Council's vision for tackling this most resistant of challenges in our community. We also have a full programme of work over the next two years to address domestic abuse head on, centred around the role and contribution of the Domestic Abuse Commission, which will seek to understand more about the issue and what can be done to address it.

All residents with a disability can access from birth, transition to, and in adulthood support that is seamless, personalised and enables them to thrive and contribute to their communities. Families with children who have Special Educational Needs or Disabilities (SEND) can access a good local offer in their communities that enables them independence and to live their lives to the full. We are working to ensure that disabled people living, working and studying in Barking & Dagenham are supported, empowered and enabled to live their lives to the full. We want disabled people to be independent and equal in society and have choice and control over their own lives, with services actively removing barriers, changing attitudes and building community capacity and access in a disability friendly Borough.

Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities. We continue to work proactively with partners to provide preventative and high-quality specialist social, emotional and mental health support that promotes good mental wellbeing. Good mental health is more than absence of mental illness. Mental wellbeing is integral to maintaining good health, recovering from physical illness and living with a physical health condition. Furthermore, poor mental health is linked to poor physical health.

All vulnerable adults are supported to access good quality, sustainable care that enables safety, independence, choice and control. We want our residents to age well with services promoting independence, wellbeing and connectedness. We have a clear ambition to increase digital enablement and to mainstream our care technology provision so that it forms an integral part of the support offer in Adult Social Care. A transformed Care Technology offer can support the Council and its partners to realise the aspiration for a health and care system that enables people to make healthier choices, to be more resilient, to deal more effectively with illness and disability when it arises, and to have happier, longer lives in old age.

All vulnerable older people can access timely, purposeful integrated care in their communities that helps keep them safe and independent for longer, and in their own homes. Caring for vulnerable older residents in the community with integrated multiagency support which ensures their safety and independence continues to be a priority for the Council and our partners, including health, the Police Service and the Fire Brigade. To this end we are currently working together to develop a new Adult Social Care delivery model to

further improve the experiences and outcomes of older people receiving our care. We always reliably meet our statutory obligations and we understand the importance of developing and maintaining positive professional relationships with the residents we support. This also includes good relationships with relatives and informal carers. Our new delivery model emphasises the importance of focussing on people's strengths rather than disproportionately looking at their disabilities. This includes looking at all available resources and assets, including available support from Community Groups and family networks.

Effective use of public health interventions to reduce health inequalities. The Barking & Dagenham Joint Health and Wellbeing Strategy sets out a renewed vision for improving the health and wellbeing of residents and reducing inequalities at every stage of residents' lives by 2023. We will continue to deliver and track progress on these outcomes through our HWBB.

In the single Performance Framework that sits alongside this Corporate Plan, is a series of actions, deliverables and outcomes measures and indicators that cut across each of these priority areas.

Inclusive Growth

By Inclusive Growth we mean:

Harnessing the growth opportunity that arises from our people, our land and our location, while ensuring it is sustainable and improves prosperity, well-being and participation for all Barking & Dagenham residents

This definition assumes that despite challenges in the wider economic context, Barking & Dagenham is still London's Growth opportunity. And it assumes that for growth to be inclusive it must be sustainable, while improving prosperity, wellbeing and participation for all residents. By all residents we mean that Inclusive Growth must address the root causes of poverty, deprivation and health inequality in the Borough, whilst responding directly to the ways in which these root causes intersect with a wider set of personal characteristics to cause structural inequalities in the community.

In the context of our economy these root causes include: *A lack of affordable housing; inadequate or poor-quality housing stock; higher than average unemployment; low household income and low pay; debt.* This is what we mean when we say No-One Left Behind. These root causes are, of course, underpinned by the wider challenge presented by climate change.

We know that delivering this version of Inclusive Growth will not be easy. In fact, councils have historically struggled to exercise any real influence over the trajectory of their local economies in the face of macro-economic trends. Why do we think we might succeed where others have failed? In part because our strategy is based on an approach to local economic development that we think gives us the best possible chance of addressing root causes, whilst recognising the limits of our influence over the economy. This approach is underpinned by four principles:

- **Lead and attract investment.** Our approach is based on using our own money, via our balance sheet, to lead investment in our local economy; to buy land, build homes, create jobs and generate energy, giving us much greater control over what gets built and for whom, what land gets used for, and who benefits from future growth.
- **Build institutions and alliances.** Our approach is based upon building or fostering the development of new institutions in our Borough that combine the entrepreneurialism needed

to survive in a market economy with the social mission of the best public services, whilst mobilising new alliances between existing institutions.

- **Actively intervene in markets.** Our approach is based upon making best use of our statutory enforcement and planning powers, as well as our influence as a significant purchaser of goods and employer of local people to influence key market outcomes.
- **Empower through participation.** Our approach is based upon making it as easy as possible for residents to get involved in shaping growth, not just through formal mechanisms such as planning, but through the creation of regular opportunities for residents to get involved, and to lead change in their own neighbourhoods.

Taken together these principles describe an approach to local economic development that gives us the best possible chance of addressing the root causes that flow from the structural condition of our local economy. Over the next two years, this approach is being delivered through action across four priority areas:

1. Homes: For local people and other working Londoners;
2. Jobs: A thriving and inclusive local economy;
3. Places: Aspirational and resilient places; and
4. Environment: Becoming the green capital of the capital.

Homes: For local people and other working Londoners. The first homes that were built on the Becontree Estate will soon be celebrating their centenary. Enabled by reforms such as the Addison Act, the building of the Becontree provided high quality affordable homes for working Londoners and drastically improved the living conditions of 120,000 people. These were homes fit for heroes and public house building on a scale we haven't seen since. Our ambition for housing in Barking & Dagenham today is to capture the spirit that delivered the Becontree to deliver new homes for today's working Londoners. Clearly the housing needs of today's Londoners have changed, as has the way we do house building. But the Becontree still symbolises what can be achieved with vision, ambition, and the right tools to deliver.

The Becontree was only possible because the state played a direct role as provider of new homes. Today we are returning to that approach; directly funding and building the homes we need, whilst working with third party developers and investors that share our values. Our goal is to see 50,000 homes built in the Borough over the next 20 years. Our approach demands that these homes help to address two interlinked **root causes**, *a lack of affordable housing* and *inadequate or poor-quality housing stock*, whilst at the same time leading our Borough into a cleaner, greener future. This will only be possible if we embrace the spirit of the Becontree once again.

The Single Performance Framework appended to this Corporate Plan contains actions, deliverables and outcome measures and indicators that cut across four priority sub-themes:

- Building new homes
- Improving the quality and management of homes
- Tackling homelessness
- Providing homes for vulnerable residents

Jobs: A thriving and inclusive local economy. The local economy in Barking & Dagenham has too many low wage jobs, and higher levels of long-term unemployment and inactivity than most other London boroughs. These root causes, *higher than average unemployment and low household income and low pay*, are driving a range of poor outcomes for our residents. Traditionally, local and national government have sought to address these challenges by investing in the skills of individuals, to enable them to compete and progress in the UK's flexible labour market. Our

approach recognises the limitations of this model, especially in the absence of action to improve the quantity and quality of the jobs available.

In practice, this means expanding the availability of good quality, well-paid employment, in growing 21st century industries, while also intervening to improve pay, job quality and performance in the 'everyday' economy where most people work. It means using our planning, procurement and convening powers to create more clear pathways into good jobs for residents, and opportunities for existing businesses to grow and improve. And it means targeting our employment support to those who need it most, linked directly to the new opportunities that are being created.

The Single Performance Framework appended to this Corporate Plan contains actions, deliverables and outcome measures and indicators that cut across two priority sub-themes:

- Improving the quantity and quality of jobs in Barking & Dagenham; and
- Supporting residents to access new opportunities in the Borough.

Places: Aspirational and resilient places. Barking & Dagenham is made up of approximately 40 neighbourhoods and counting. These neighbourhoods are well known and well loved. Each has its own story and identity, often made up of memories that stretch back generations. Many residents love their neighbourhoods, but they are also aware of their issues, from a legacy of under-investment in key physical and social infrastructure (from transport and schools to health facilities and community spaces) to the cleanliness of the streets and perceptions of crime.

We are committed to addressing the street level issues that our residents care about most. Using all our statutory powers to the maximum, we can confront those who don't respect other residents or live up to their obligations, tackling scourges like fly tipping, grime crime and private landlords who don't look after their properties. But it also means a relentless focus on getting those core basic services which touch everyone's life right, like emptying the bins, keeping the streets clean and improving the public realm. At the same time, we have a long-term vision for every neighbourhood in the Borough and will use every lever at our disposal in order to deliver this vision. In practice, this means buying land of strategic significance, undertaking direct development ourselves and making proactive use of our planning powers, alongside working with other landowners, developers, investors and the local community to bring about change.

In the Single Performance Framework that sits alongside this Corporate Plan, you will find a series of actions, deliverables, outcome measures and indicators that cut across three priority sub-themes:

- Safe and liveable neighbourhoods;
- Delivering new or improved physical and social infrastructure; and
- Shaping aspirational places.

Environment: Becoming the green capital of the capital. The Borough Manifesto sets out our commitment to creating a **clean, green and sustainable Borough**. This commitment has been reinforced by the Council's recent declaration of a climate change emergency. We recognise that everyone needs to play their part in driving down polluting carbon emissions and therefore preventing and mitigating the dangers of climate change, from flooding and heatwaves to water stress and food insecurity, and not just in Barking & Dagenham but the world over. We will play ours by aiming to become the Green Capital of the Capital, without waiting for government to take the lead. A carbon neutral Council by 2030. And a carbon neutral Borough by 2050.

Achieving these goals means using our own investment, and the investment of key strategic partners, to deliver game changing innovations in energy production, distribution and efficiency.

These innovations will lay the foundation for much wider roll out of green infrastructure in future, demonstrating what’s possible and making the case to government and third-party investors. It means creating new institutions that are focused on helping the Borough transition to clean and green energy systems. It means making strategic use of our Borough’s industrial land to promote sustainable industries. And it means using our planning and our enforcement powers to ensure the highest possible green standards on all new development.

In the Single Performance Framework that sits alongside this Corporate Plan, you will find a series of actions, deliverables, outcome measures and indicators that cut across three priority sub-themes:

- A decarbonised local energy system;
- Energy efficient homes and buildings; and
- A green local environment.

Well Run Organisation

The success of all activity associated with the three priorities above is dependent upon the capacity and capability of the Council’s core and support functions to enable and collaborate with each service delivery block across the Council’s system. Excellence in what we do must be enabled by the core of the Council. It is for that reason that there is a fourth, cross-cutting section to the Single Performance Framework, concerned with the operation of the Council’s support functions and the way in which our business is operated. We call this the ‘**Well Run Organisation**’.

In July 2016 Members gave the green light for plans to redesign the structure of the Council from first principles, to build a ‘new kind of Council’ capable of constructing the preventative system we aim for and, ultimately, realising the vision of the Borough Manifesto. In the years that have passed, this structural transformation has been implemented through our Ambition 2020 programme. We now have the structural framework needed to undertake our approach and are in a new phase of transformation that emphasises the importance of building a preventative system through a focus on what we do, who we work with and how.

Key to the next two years is ensuring there are ‘best in class’ support functions which enable service delivery blocks to play their part as specified through the commissioning system. This means getting the basics right in terms of governance, HR, finance, procurement, and customer service. But it also means a step change in our approach to commissioning, policy, insight, technology, and how we facilitate participation from residents in Council business. And we must do this while adapting to a rapidly changing situation as the Coronavirus pandemic and its fall-out continues to unfold.



Over the next two years, the **Core Transformation Programme** will ‘root and branch’ re-design the Core functions around the principles of the Council’s approach to public service; a new culture

and ethos. This final piece of the puzzle of the Council's structural transformation will develop its support functions to be relentlessly reliable, lean and efficient, modern and agile.

In time, as the Core Transformation is implemented, the 'blueprints' for each function of the Core will be developed to include comprehensive performance frameworks that evidence the standards of excellence to be achieved by our functions in supporting the wider approach of the Council. This development will require the iteration of this section of the Single Performance Framework. Until then, this section of the Framework serves as an interim way of analysing and shaping the improvement activity that is in-train or on the visible horizon.

This section of the Framework is divided into five themes which capture what it means to be a Well Run Organisation. It sets out our expectation and ambition for people management, financial management, customer experience and the disciplines which support good strategic planning and operational service delivery. Below is a summary of these five themes, and what it would look like if we were operating at our best in relation to each:

Delivers value for money for the taxpayer. We are financially solvent with a secure and sustainable future. Good financial controls and processes are in place to protect the public purse. When we use our significant spending power, we ensure maximum value for money and social value and we use our commercial acumen to improve the financial health of the Council against a challenging budget context. We ensure that we continue to deliver value for money even as the challenges we face change rapidly before us.

Employs capable and values-driven staff, demonstrating excellent people management. Our employees are inspiring public servants committed to the DRIVE values of our organisation. They are engaged, empowered and supported to deliver their best for residents.

Enables democratic participation, works relationally and is transparent. We are an open and transparent organisation which invites and encourages the community to influence what we do and to hold us to account. We use our communications to hold a dialogue with residents so we can listen and respond to what is important to them. We co-design and co-produce with residents so their views and experiences run through our policymaking and service design.

Puts the customer at the heart of what it does. Every transaction and interaction with our residents is important to us. As such, we do everything we can to ensure that the customer experience is easy and ends with a positive outcome. Where we fall short of this, we have in place mechanisms to gain feedback and use this as inspiration for improvement.

Is equipped and has the capability to deliver its vision. We are deeply data-driven and insight-based. This approach puts prevention at the heart of our mission and informs all aspects of delivery from strategic planning through to frontline operational decision-making. We harness technology to be productive and efficient. Our staff have the tools to do their jobs well and residents have digital platforms to interact with our services and to work with us.

Cabinet Portfolios

Our Cabinet takes collective responsibility for the delivery of the actions, deliverables, outcome measures and indicators that sit under each of our strategic priorities. The single Performance Framework appended to this Corporate Plan will allow Cabinet to monitor the progress the Council, and the Borough more broadly, is making towards the long-term vision set out in the Borough Manifesto, in the context of the Coronavirus response. In order to discharge these responsibilities, Cabinet delegates actions, deliverables, outcome measures and indicators to individual Cabinet Members who work with officers to ensure that these are being delivered effectively. Each Cabinet Member has a range of delegated responsibilities, many of which cut across our three overarching strategic priorities. In the single Performance Framework appended to this document, we highlight which Cabinet Members are responsible for the delivery of which actions and deliverables, and for progress in relation to which outcome measures and indicators.

In what follows, we introduce our Cabinet and their overarching responsibilities in relation to our single Performance Framework. For a full list of each members priorities between 2020 and 2022 please see the Single Performance Framework appended to this Corporate Plan.

Councillor Darren Rodwell

Leader of the Council

Cllr Rodwell is Leader of the Council and manager of Cabinet. He is responsible for ensuring Cabinet is collaborating as an effective and efficient team to deliver the entirety of this Corporate Plan. Cllr Rodwell is also the representative and champion of the Council in a range of regional and national contexts.

Councillor Saima Ashraf

Deputy Leader of the Council and Cabinet Member for Community Leadership & Engagement

Councillor Ashraf is Deputy Leader of the Council and is responsible for delivery of all actions and deliverables related to **participation and engagement**. This includes **building the platforms and networks** across the Borough that enable participation both in the community and in our local democracy. It also includes working to ensure the Council's own activity – its services, interventions and platforms – become more **participatory and relational**. This might be through our communication with residents, through the ways in which we empower our workforce or through the ways we undertake our frontline services. Over the next two years, Cllr Ashraf's top priorities include:

- Supporting the BD_Collective to grow and develop as a connector of the social sector, including developing a coherent and integrated volunteering offer across sectors and organisations;
- Co-producing with the community the Citizens Alliance Network to act as a platform for democratic participation and community organising; and
- Working in partnership with Participatory City Foundation to develop a long-term sustainability plan for Every One Every Day's participation platform in Barking & Dagenham.

Councillor Ashraf has responsibilities that cut across the Council's strategic priorities, but most of her individual priorities can be found in the 'Participation and Engagement' section of the Single Performance Framework.

Councillor Dominic Twomey

Deputy Leader of the Council and Cabinet Member for Finance, Performance & Core Services

Councillor Twomey is Deputy Leader of the Council and is responsible for delivery of all actions and deliverables related to the creation of a **'Well Run Organisation'**. This includes ensuring the Council delivers **value for money** for the taxpayer, employs **capable and values-driven staff**, enables **democratic participation**, puts the **customer at the heart** of what it does, and is equipped with the **capability to deliver its vision**. Over the next two years, his top priorities include:

- Delivering a balanced budget and MTFs, approved by Assembly;
- Achieving 'Investors In People' gold standard accreditation; and
- Approving an ambitious new Social Value policy for the Council which ensures we are securing wider community benefits from those winning contracts from the Council and its wholly owned companies, combined with practical support for commissioners and potential contractors, and the development of robust monitoring and enforcement arrangements (*joint priority with Councillor Bright*).

Councillor Twomey has responsibilities that cut across the Council's strategic priorities, but most of his individual priorities can be found in the 'Well Run Organisation' section of the Single Performance Framework.

Councillor Sade Bright

Cabinet Member for Employment, Skills and Aspiration

Councillor Bright is responsible for the delivery of our plans related to the creation of a **thriving and inclusive local economy**. Specifically, this includes activity focused on **improving the quantity and quality of jobs** in Barking & Dagenham, as well as the provision of **support to residents to access new opportunities**. Over the next two years, her top priorities include:

- Approving an ambitious new Social Value policy for the Council which ensures we are securing wider community benefits from those winning contracts from the Council and its wholly owned companies, combined with practical support for commissioners and potential contractors, and the development of robust monitoring and enforcement arrangements (*joint priority with Councillor Twomey*);
- Embedding the Barking & Dagenham Business Forum, with regular communications, events and engagement with the local business community – including work with partners (such as the Barking Enterprise Centre, Barking & Dagenham Chamber of Commerce, Barking & Dagenham College, CU London and others) to improve access to space, finance, new markets and support for businesses in the Borough; and
- Supporting at least 1,000 residents a year into work through an integrated work and skills service and improving employment pathways and opportunities for those who need more support, including those with learning disabilities and mental health conditions.

Councillor Bright has responsibilities that cut across the Council's strategic priorities, but most of her individual priorities can be found within the Inclusive Growth section of the single Performance Framework.

Councillor Cameron Geddes

Cabinet Member for Regeneration and Social Housing

Councillor Geddes is responsible for the delivery of all plans related to the **construction of new homes** in the Borough, as well as the **management of existing homes and estates**. He is also responsible for many of our plans related to our wider commitment to shaping **aspirational and resilient places**. Over the next two years, his top priorities include:

- Starting the construction of around 3,000 new homes directly delivered by Be First of which 75% will be affordable, whilst ensuring that the Council delivers on the manifesto commitment of at least 2,000 new affordable homes completed by 2023;
- Improving landlord and estate services whilst developing a long-term investment plan for HRA properties; and
- Developing and starting to deliver strategies for the future of the major regeneration areas of the Borough, based on a distinctive vision and practical plans for each, including Barking Town Centre, Dagenham East, Chadwell Heath and the area south of the A13.

Councillor Geddes has responsibilities that cut across the Council's strategic priorities, but most of his individual priorities can be found within the Inclusive Growth section of the Single Performance Framework.

Councillor Evelyn Carpenter

Cabinet Member for Educational Attainment and School Improvement

Councillor Carpenter is responsible for the delivery of our plans related to ensuring all children can attend and achieve in **inclusive, good quality local schools**, as well as several of our plans related to ensuring that every child gets the **best start in life**. Over the next two years, her top priorities include:

- Publishing an Annual School Place Sufficiency Plan to ensure there are enough childcare, nursery and school places in the Borough to meet the needs of our population;
- Delivering our plans alongside Barking & Dagenham School Improvement Partnership (BDSIP) to ensure that quality of education and pupil's attainment continues to improve; and
- Developing the new Special Educational Needs and Inclusion Strategy.

Councillor Carpenter has responsibilities that cut across the Council's strategic priorities, but most of her individual priorities can be found within both the Prevention, Independence and Resilience section of the Single Performance Framework.

Councillor Syed Ghani

Cabinet Member for Public Realm

Councillor Ghani is responsible for the delivery of many of our plans related to the **maintenance of clean, green environments** and **producing less and doing more** with the Borough's **waste**. This includes ensuring that the Borough's core refuse services are relentlessly reliable, with a focus on street cleansing and fly tipping. Over the next two years, his top priorities include:

- Developing an annual plan identifying the hotspots for "grime crime" and other environmental issues (waste, planning enforcement, eyesore gardens, parking, landlord licensing, fly tipping etc) that will be tackled by the joint public realm and enforcement taskforce; using data and intelligence to assess each location for the appropriate robust action (*joint priority with Councillor Mullane*);
- Developing and adopting a new East London Joint Waste & Resources Strategy forecasting and modelling the waste arising for the next 25 years, with options for waste

minimisation, reuse, recycling, reformed collection services and treatments for residual waste; and

- Banning single use plastics and drawing up an action plan to phase out the material among its commissioned services, contractors, suppliers and Local Authority-run schools.

Councillor Ghani has responsibilities that cut across the Council's strategic priorities, but most of his individual priorities can be found within the Inclusive Growth section of the Single Performance Framework.

Councillor Margaret Mullane

Cabinet Member for Enforcement and Community Safety

Councillor Mullane is responsible for the delivery of our plans related to the **enforcement of the highest standards of public safety** in relation to issues such as such as food standards, licensing and trading standards. She is responsible for our plans to address a range of **community safety issues** including violent crime, hate crime and anti-social behaviour. Finally, she is responsible for emergency planning and business continuity. Over the next two years, her top priorities include:

- Developing an annual plan identifying the hotspots for "grime crime" and other environmental issues (waste, planning enforcement, eyesore gardens, parking, landlord licensing, fly tipping etc) that will be tackled by the joint public realm and enforcement taskforce; using data and intelligence to assess each location for the appropriate robust action (*joint priority with Councillor Ghani*);
- Maintaining focus on violent crime through delivery of the Serious Violence and Knife Crime Action Plan; and
- Delivering the Parking Action Plan which aims to improve safety, congestion and air quality across the Borough, as well as providing a safer, fairer, consistent and a more transparent parking service.

Councillor Mullane's responsibilities cut across the Council's strategic priorities, with an even split of individual priorities across both the Inclusive Growth and the Prevention, Independence and Resilience sections of the Single Performance Framework.

Councillor Lynda Rice

Cabinet Member for Equalities and Diversity

Councillor Lynda Rice is responsible for working with portfolio holders across cabinet, and with officers, to ensure that all the Council's activity responds to the ways in which personal and identity-based characteristics intersect with root causes to produce structural inequalities for particular groups in our community. Councillor Rice's brief, '**Equalities and Diversity**', stretches across all three strategic priorities and is a central component of our long-term approach to public service. Over the next two years, her top priorities include:

- Organising and supporting a calendar of community events that celebrate the Borough's rich and diverse culture;
- Developing the purpose and process for deploying Equality Impact Assessments within the policy-making process; and
- Developing a policy position to explain how the Council's Strategic Framework embeds equality, diversity and human-centered design into the Council's approach, including its commissioning and performance processes. This policy will set out how the Equalities and Diversity agenda will influence the activity of the Council's other portfolios and

priorities, including key areas in Inclusive Growth such as housing and jobs; in Participation and Engagement such as the ability to participate in cultural activities and community cohesion; and in Prevention, Independence and Resilience such as domestic abuse, disabilities and serious youth violence.

Councillor Rice's responsibilities cut across the Council's strategic priorities with an even split across all three sections of the Single Performance Framework.

Councillor Maureen Worby

Cabinet Member for Social Care and Health Integration

Councillor Worby is responsible for the delivery of our plans related to: Giving our young people the **best start in life**, and preparing them to be adults; making sure all our residents, and particularly our most vulnerable, are **kept safe**; ensuring all residents have the opportunity to live **long and healthy lives**; and ensuring our residents are supported to **age well**, in their own homes. Over the next two years, her top priorities include:

- Developing a new Target Operating Model for Targeted Early Help and designing the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership;
- Working with our new strategic partner on Domestic Abuse – Refuge - to implement new offer for families where DA is a factor and implementing the recommendations made by the Domestic Abuse Commission; and
- Improving the housing offer and pathways for key groups of vulnerable residents, including via the development of a specialist housing new build programme, reviewing existing sheltered and adapted stock, implementing the new allocations policy, developing an annual lettings plan and embedding new accommodation panels and move-on arrangements.

Councillor Worby has responsibilities that cut across the Council's strategic priorities, but most of her individual priorities can be found within the Prevention, Independence and Resilience sections of the Single Performance Framework.

Delivering this Plan

This document, The Corporate Plan 2020-2022, including the Single Performance Framework, replaces the previous Corporate Plan (2018-2022) as the medium-term articulation of the Council’s priorities and objectives. It is therefore vital that it shapes and drives the two systems through which accountabilities are discharged and managed within the organisation: commissioning and performance.

Commissioning

‘Commissioning’ is the mechanism through which we discharge responsibility for the delivery of the priorities and objectives in the Single Performance Framework from the Council’s core (made up of Strategic Directors and commissioning teams) to one of a series of service delivery blocks (including in house-services and wholly owned companies, as well as trusted public sector, civil society and private sector partners).



The relationship between the core and service delivery blocks is managed through the production of commissioning mandates that translate the medium term-objectives set out in Single Performance Framework into specific plans for each block, aligned with a clear delivery budget set out in the Council’s MTFS. Mandates are collaboratively developed and agreed between commissioners and operational leads, providing a framework through which performance can be monitored and managed on an ongoing basis.

Performance

Commissioning mandates sit within a wider performance system that is structured around each of the strategic priorities set out in this Corporate Plan and the Single Performance Framework, allowing Strategic Directors, commissioning teams, operational leads and members to monitor performance across systems rather than in individual service delivery silos.

Together, commissioners and operational leads provide monthly updates on progress against the actions, deliverables, outcome measures and indicators in the Single Performance Framework to one of four dedicated working groups for each strategic priority. A monthly cut of the Council’s performance across these four systems is then presented to the senior leadership team (Corporate Performance Group), before discussion at individual Member Portfolio Meetings and a dedicated meeting of relevant Cabinet Members, again structured around systems rather than individual services (Leader’s Advisory Groups).

Our commissioning and performance systems rely upon a distributed model of leadership that encourages strategic directors and operational leads to take collective responsibility for the delivery of our medium-term goals and objectives, alongside our partners. The key to this model is the strength of the relationships that we maintain with each other. No-one service or organisation can do this alone. We all have a part to play.