

CABINET

19 January 2021

Title: Corporate Plan 2020/2022 - Q1 and Q2 2020/21 Performance Monitoring	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: Richard Caton, Head of Performance and Programme Management Office	Contact Details E-mail: richard.caton@lbbd.gov.uk
Accountable Strategic Leadership Director: Claire Symonds, Acting Chief Executive	
Summary <p>Assembly agreed the new Corporate Plan in May 2020.</p> <p>Following the outbreak of the Covid-19 pandemic it was necessary to revisit and update the Corporate Plan to reflect our response and the social and economic legacies of the pandemic which have profound implications for the Council's short and medium-term plans.</p> <p>The purpose of this report is to provide an overview of performance and delivery of the new Corporate Plan. This is the first report under the new performance regime. It summarises performance in quarters one and two of the 2020/2021 financial year and gives updates on the delivery of projects and programmes of strategic importance. Though the scope of the report is Q1 and Q2 of 2020/21, the information in this report reflects the position at the time of writing to give Cabinet a contemporary picture of performance and delivery.</p> <p>The performance framework which underpins the new Corporate Plan is all encompassing, comprising 300+ metrics and 150+ deliverables to give an effective overview of all this information the document at Appendix 1 takes a thematic and narrative-led approach to reporting. For each sub-theme of the Corporate Plan; a position statement has been produced to summarise performance and delivery. This is to give a holistic view of progress to outcomes at a strategic level and to highlight key performance improvements and challenges over that period.</p> <p>The Cabinet will receive future reports of this kind at six-monthly intervals. The next report will be scheduled in Summer 2021 and will cover performance and delivery progress in quarters 3 and 4 of 2020/21.</p>	
Recommendation(s) <p>The Cabinet is recommended to:</p>	

- (i) Note the performance highlights and areas of improvement as set out in Appendix 1 to the report; and
- (ii) Agree any actions to address areas of concern.

Reason(s)

Regular monitoring of performance is a responsibility of Cabinet as set out in Part 2, Chapter 6 of the Council Constitution. This report demonstrates the Council's commitment to good governance and rigorous performance management and shows how we strive for best value and continuous improvement.

1. Introduction

- 1.1. The Corporate Plan sets the agenda for the Council for the remainder of this political administration up to Spring 2022 when the next local elections take place. The Corporate Plan is developed to bring urgency, focus and direction to all activities of the Council in pursuit of the long-term ambitions of the Borough Manifesto. The Corporate Plan is organised into four strategic themes reflecting the priorities of the Council, these are: Inclusive Growth; Participation and Engagement; Prevention, Independence and Resilience; and Well Run Organisation.
- 1.2. A comprehensive performance framework underpins the new Corporate Plan. The framework is a tool to drive continuous improvement and appraise progress to outcomes. There are two key elements to the performance framework which are brought together to give a holistic and strategic overview of performance and delivery, helping to triangulate different sources of evidence.
 - **Deliverables** are the projects, programmes, and initiatives that will develop and transform local public services and Barking and Dagenham as a place and community of people, enabling the Council, in collaboration with its partners, to achieve the outcomes/priorities of the Corporate Plan.
 - **Metrics** are a mix of contextual data, business intelligence, operational performance indicators and outcome measures that give an empirical, quantitative view of performance. This data is key to identifying where performance is behind targets and expectations and gives an objective view as to whether improvement activity and transformation is making a tangible impact. More practically, this data shows that LBBB services are meeting the needs of residents in the 'here and now' and directs attention to where improvement plans are needed for services or to tackle broader issues.
- 1.3. This approach to performance reporting, which more closely views performance management information alongside the status of programme delivery, paints a richer picture of the Council's operating context, achievements and areas of risk / improvement than previously, where before individual KPIs and Key Accountabilities would be reviewed in isolation with very specific but narrow appraisal which did not always link to a bigger strategic picture in terms of improving complex socio-economic and health and wellbeing outcomes, and taking forward ambitious regeneration plans (physical and social).

- 1.4. The thematic and narrative-led approach which reviews progress to outcomes at a strategic-level is more value-adding than reporting in detail on each metric, of which there are more than 300, and each deliverable, of which there are more than 150. This approach is a departure from the format of previous performance reports to Cabinet which pre-dominantly focussed on the direction of travel of individual KPIs with commentaries to explain weak (Red or Amber rated) performance.
- 1.5. Appendix 1 is a collection of position statements which give an overview of performance and delivery, summarising data from metrics and project/programme delivery progress to give a well-rounded view on overall progress to outcomes. The position statements for each sub-theme highlight:
 - areas of good performance and achievement
 - areas where improvement is needed or where performance and delivery is behind expectations and targets
 - areas of focus for the next six months signalling where priorities lie based on the current performance and delivery position, and reflecting the delivery milestones and commitments set out in the Corporate Plan.
 - key risks
- 1.6. Although the Corporate Plan performance framework is very comprehensive it does not cover all performance. Several other important performance frameworks exist to review performance in specific areas and across partnership agendas. For example, health and wellbeing outcomes are monitored through the Health and Wellbeing Board, crime and disorder through the Community Safety Partnership, and safeguarding through the Safeguarding Boards for Adults and Children. There are also service specific performance frameworks which are used for performance management at an operational level between commissioners and operational leads, or in some cases external contractors. Importantly the Corporate Plan gives a summary of performance and delivery across all areas and is therefore the primary performance framework the organisation uses for performance management purposes.
- 1.7. A rigorous performance management process underpins the performance framework and ensures good governance and accountability. Performance information is scrutinised at all levels of the organisation with clear escalation paths to ensure performance and delivery issues are responded to effectively and efficiently. Target-setting and benchmarking is used (where appropriate) to set clear expectations about levels of performance. Monthly exception reporting to the Senior Leadership Team is in place to investigate and intervene in areas that are behind target/expectations. Similarly, programme delivery milestones are monitored closely with the same monthly exception reporting process. Performance and delivery reports are routinely reported to Cabinet portfolio holders in support of them discharging their executive remits. These reporting processes and governance structures ensure that the organisation is focussed on the right things at the right time, has an overview of all areas of performance and delivery, is driving continuous improvement, and is managing risks and issues effectively.
- 1.8. This performance report is the first of its kind under the new Corporate Plan and new performance regime. Cabinet will receive this report twice a year. The next report will be scheduled for July 2021 and will cover the remainder of this financial year (quarters 3 and 4, 2020/21).

2. Key performance and delivery highlights

2.1. Covid-19 response and operating context

- 2.1.1. This report reflects the operating context of 2020 which was, and remains, dominated by Barking & Dagenham's Covid-19 response. Since March 2020, all areas of the council have been impacted by the pandemic and this is seen in the performance data where familiar trends and activity levels have been disrupted, and where patterns of demand have moved unpredictably because of new or suppressed demand for services and support.
- 2.1.2. Similarly, the progress on deliverables has been impacted. Where the organisation's attention has been focused on the pandemic response some workstreams were paused, or, in a few cases, expedited in support of the response to exploit opportunities and benefits. Equally the scope and direction of existing programmes have been influenced by Covid-19 and its legacy. A prime example is the development of Community Hubs and dispersed working arrangements for the workforce. As is the launch of the Citizen's Alliance Network which became a key platform for organising community-led support initiatives.
- 2.1.3. This report recognises the colossal achievement and effort of the organisation and partners to support the community during this difficult and extraordinary period. In addition to maintaining frontline operations (mostly with minimal disruption), the Council was also able to mobilise critical support and relief to the community in fast-changing and challenging circumstances. Such examples include:
- Communicating key public health messages through social media
 - Procurement of Personal Protective Equipment for key workers
 - Working with local care providers and health partners to prevent transmission and manage infection control
 - Delivering the NHS Test and Trace programme
 - Outreach to vulnerable residents to ensure their safety and appropriate supervision/contact by Care and Support services
 - Establishing mutual aid and support mechanisms through BD CAN which has supported more than 2,000 local people
 - Launching the Financial Hardship Scheme, providing individual assistance payments for residents needing support with emergency living expenses
 - Nearly all services, especially in the back office, switching to remote working and adapting service delivery to be digital or virtual.
- 2.1.4. Appendix 1 contains many more examples of how different parts of the organisation have been involved in the pandemic response or where 'business as usual' has been affected by Covid-19 restrictions or issues. It also highlights Covid-19 related challenges, risks and threats we carry into 2021, and beyond.

2.2. Inclusive Growth

- 2.2.1. Over the course of the past eight months, when the Corporate Plan was adopted by the Council, we have made some significant progress in delivering the inclusive growth aims and goals. At the same time, these same services have been responding to the pandemic. In many ways the onset of the pandemic has reinforced

the urgency of our task to deliver inclusive growth in the borough, which has allowed us to maintain a focus on the strategic objectives at the same time as responding to the crises.

2.2.2. Some key achievements include:

- Distribution of business grants to support local business through the pandemic;
- Launched the Barking & Dagenham Kickstart, creating vacancies for unemployed young people in the council and with partners;
- Brocklebank approved, to deliver 16 specialist homes for residents with Autism;
- Film studios deal finalised, bringing London's largest film studio to Dagenham, and securing up to 1,200 jobs in the borough when the studios open;
- Planning permission secured for some major Be First developments including phases at Gascoigne and new homes at Padnall Lake in the north of the borough;
- Improved street cleansing performance by implementing new ways of working to better target problem areas;
- The Enforcement Team has completed restructuring the service and has rolled out the new model including more capacity to deliver late at night;
- 32,000 trees planted in Parsloes Park for Forest of Thanks for key workers;
- 250 homes better insulated via Cosy Homes with 450 households signed up for the programme for next year;
- Masterplan approved by Cabinet and key acquisitions landed on Thames Road, to help shape the future of the area.

2.3. Participation and Engagement

- 2.3.1. The adoption of the new Corporate Plan and Single Performance Framework by Assembly in May 2020 marked a significant step forward for this agenda, embedding participation and engagement at the core of the council's strategic framework for the next year and a half.
- 2.3.2. The impact that the Participation and Engagement agenda can have has been clearly demonstrated in the past nine months. From the beginning of the pandemic the Participation & Engagement Team and colleagues across the council have worked to co-produce BD CAN, with civil society and volunteers; a borough-wide community support system that continues to help residents who are vulnerable.
- 2.3.3. This response is entirely rooted in the Participation and Engagement agenda and the relationship across partners has facilitated a pivot to enhance support and innovation through this period. The pandemic has delayed some of the different workstreams from this agenda, severely disrupting the planned heritage offer with the enforced closure of sites across the Borough for the majority of 2020 and due to the imposition of dispersed working, the work on the Relational Council priority has slowed. Fundamentally though, the successful implementation of BD CAN and aligned approaches represented a major development for the participation and engagement agenda and was only possible at pace because of the progress made in the council's relationships with the social and faith sector – including the BD_Collective – in recent years. This successful implementation of BD CAN, in partnership with the above sectors, has in actuality advanced various workstreams in terms of building relationships with partners from across the Borough and demonstrating the potential positive impact of the Participation and Engagement agenda.

- 2.3.4. From July 2020, the Participation and Engagement Team, other members of the Policy and Participation directorate and partners from both within and outside the Council have been able to resume their focus on delivering the Participation and Engagement strategic outcomes and progress has been made, whilst the ongoing delivery of BD CAN and related workstreams continue to take up significant resource.
- 2.3.5. Such progress can be seen in different areas of the framework, notably in the proposed creation of a central charitable endowment for the Borough, which was agreed at Cabinet in December and will provide a transparent and sustainable source of income for the Social Sector and will be hosted by Barking & Dagenham Giving. Despite the initial difficulties presented in terms of workforce interaction by the pandemic, there has been progress for the Relational Council agenda in the form of the comprehensive and connected Covid-19 response. This required various areas of the organisation to work together effectively, collaborating, and is highlighted in the coordinated communications approach used to inform the public and partners of the different support options available during this period. In addition to this:
- sustainability planning discussions have begun with Participatory City and are progressing well with the Council's expectations for the future of Every One Every Day set out clearly to Participatory City in a letter from the Chief Executive;
 - a single shared platform for volunteering in the Borough has been established in the form of Better Impact and Social Sector organizations have begun advertising opportunities on it;
 - the Faith Policy Action Plan has continued to be implemented.
- 2.3.6. Finally, building on the community spirit shown throughout the pandemic, the Citizens Alliance Network has launched and begun to build its profile as the opportunity for people to come together to shape the community life around them. Eleven projects have already been initiated, and several virtual meetings with residents hosted to outline the platform and to stimulate engagement. Early indications are showing that there is a challenge in converting 'engagement' with the platform into actual sign-ups and regular contribution, but this forms the challenge for the year ahead and plans are already in place to push for greater engagement than set out in the Corporate Plan originally.
- 2.3.7. All of these areas will be focused upon in the coming season, along with engagement with our social sector on the development of a stronger, clearer policy to guide how the Council works with the social sector on the use of Community Assets.

2.4. Prevention, Independence and Resilience

- 2.4.1. Whilst the recasting of the Corporate Plan has proved helpful, on one level many of our ambitions – and priorities as set out in the plan – remain unchanged. Delivering these against the backdrop of the pandemic, and the added stress that this has placed on our communities – particularly the most vulnerable residents – has been a considerable challenge; but services have worked hard to keep delivering improvements and transformation whilst simultaneously grappling with the significant impact of the pandemic.
- 2.4.2. Our Children's Improvement Programme, geared squarely towards delivering our ambitions for a 'good' OFSTED rating, continues on schedule and the positive effects of this are beginning to become evident, not least through the unprecedented (in

recent years) stability of our workforce. The three complimentary improvement programmes – covering Adults, Mental Health and Disabilities – have been developed, approved, and launched. Over the next two years the implementation of these programmes will be fundamental to the delivery of a substantial portion of our plans.

2.4.3. Our schools have been critical to our response to the pandemic and continue to maintain strong performance with 91.5% rated 'good' or 'outstanding', and take-up of early education offer continues to outstrip performance across London. Progress of pupils into higher education continues to improve, though progression to apprenticeships has declined, in line with the London picture.

2.4.4. Safeguarding continues to be at the heart of all we do. We have launched the new Children's Safeguarding Partnership – and developing this further will be a key priority in the immediate term. The first phase of 'Step Up, Stay Safe's 'Lost Hours' campaign has been widely received as a success. The Greater London Authority (GLA)'s Young Londoner's Funded 'Roads to Community' project is completing its first year of delivery on target and has received praise from the GLA. Refuge implemented the new Domestic and Sexual Violence Service in October 2019, and the Council was awarded an Everyone's Business Award in January 2020 recognising our work to address domestic abuse in the workplace.

2.4.5. We know, however, that there remains much to do and many challenges ahead. The impact of the pandemic continues to place severe pressure on some our services, and whilst some of this will abate with time, the long-term impact upon many of our most vulnerable residents is likely to be felt for years to come. The delivery of our four improvement programmes, with a particularly focus on improving services for those in need of support from our disability services; our mental health services and those in need of early help will be critical in the next six months. Other key priorities include:

- Redesigning our Health Visiting and Speech and Language Services (with NELFT)
- Primary Mental Health Team will be deployed to support children and young people with trauma and Adverse Childhood Experiences
- Signing up to the Care Leavers Covenant and delivering our Enhanced Local Offer
- Appointing and Independent Safeguarding Scrutineer and commissioning and external Safeguarding Peer Review
- Responding to the recommendations of the Domestic Abuse Commission (once the report has been published)
- Development of specialist Autistic Spectrum Disorder supported living at the Brocklebank site
- Remodel hospital discharge and support to residents at home and develop new dementia services including the respite offer for carers, use of day services and increasing provision of Dementia Advisors

2.4.6. These are just a small number of the key priorities set out in the main sections of this document. Plans are in place – and agreed – for delivering all. The challenge – the key challenge – will be delivering these against the backdrop of a community, a country, still grappling with, and then recovering from, the impacts of the pandemic. The implications of this for our residents; for our services and for our staff should not be underestimated: but we remain committed to delivering our ambitions, irrespective of the challenge.

2.5. Well Run Organisation

- 2.5.1. The test of a well run organisation is how it deals with adversity and adapts to change. Throughout this report there are many examples of Council services rising to the challenges of the pandemic. The examples show how reliable and resilient our services are, as well as our ability to solve problems and innovate in fast-changing circumstances.
- 2.5.2. Over the past 9 months we have done more than keep up 'business as usual', which is not to downplay the achievement of that alone. Support functions and services that underpin operations have shown innovation, resilience and reliability in the face of the pandemic. Despite this context we have progressed transformation and organisational development programmes to improve the productivity, capability, and capacity of the Council. This has been driven by the Core of the organisation which itself has transformed with the successful insourcing of the Contact Centre, IT service, Procurement and Accounts Payable. The Core Transformation Programme will conclude at the end of 2020/21. However, work to replace the current Finance, HR and Payroll system will continue throughout 2021.
- 2.5.3. The Council's financial position has worsened. This is not a reflection on financial management but rather the impact of the pandemic which has caused loss of income and unforeseen critical expenditure – not all of which is met by Central government funding and therefore widening the budget gap. Internal Audit and Counter-Fraud activity shows financial controls and risk management are robust and that we take value for money for the taxpayer very seriously.
- 2.5.4. HR has supported the workforce to work safely, and in many cases remotely, in new and difficult circumstances. A new dispersed working model is being developed as part of Covid-19 legacy work building on the benefits gained from the New Ways of Working programme. Staff engagement and productivity has remained high throughout the pandemic as evidenced by our highest ever employee engagement index score in the most recent Staff Temperature Check. Organisation development priorities have progressed too. Important awards and accreditations have been attained demonstrating excellence in key areas of employee support and health and safety. In 2021 we aim to achieve Investors in People Gold, confirming our excellence in people management.
- 2.5.5. Major IT infrastructure projects have been delivered which have improved security and reliability of technology. Critically, at the beginning of lockdown we were able to implement a cloud-based telephony solution which enabled the Contact Centre to work entirely remotely ensuring service requests and queries could be responded to. More IT transformation is on the way in 2021 when we will implement a replacement system for My Account. Residents will also benefit from new digital self-service options and an improved website to obtain information and access services.
- 2.5.6. Marketing and Communications launched several important public campaigns to engage residents on the issues which matter to them. This is in addition to communicating key messages and information about the pandemic. Social media following has grown reflecting the trust and value residents have in our communications. One Borough Voice usage has grown since its launch earlier in the year and it has provided a vital platform to engage residents on key issues.

2.5.7. However, there are challenges and areas to improve across the Well Run Organisation theme. Work is needed across the organisation to improve promptness and compliance of complaints and freedom of information responses. There are further opportunities to strengthen some areas of tackling inequalities by ensuring thinking is deeply embedded into engrained into policy-making. Finally, we need to embed the social value policy which was adopted earlier this year to ensure social value outcomes are delivered as this is critical to the inclusive growth agenda.

3. Consultation

- 3.1. Delivery of the Corporate Plan is closely monitored by Cabinet Members as part of the discharge of their executive functions, roles and responsibilities. Peer challenge and oversight is provided by the Cabinet Member for Finance, Performance and Core Services for added rigour and accountability.
- 3.2. The Cabinet collectively, and as individual portfolio holders, receive regular performance information in support of their executive remits; the purpose of this report is to bring transparency to the Council's performance and highlight areas where performance needs to improve based on latest data and the status of important projects and programmes. The report is therefore of interest to the local community for whom we must provide effective and efficient local services, and to the Council's Overview and Scrutiny Committee, which has a remit to scrutinise performance, as delegated by the Assembly.
- 3.3. In accordance with the Officer Scheme of Delegation¹, the Chief Executive has responsibility for the overall management of the authority, including performance monitoring. As part of the performance management framework and the robust governance which surrounds it, this report and the performance narratives therein have been consulted on with relevant officers in the Council with day-to-day operational and commissioning responsibilities to deliver the outcomes within the Corporate Plan.

4. Financial Implications

Implications completed by: Katherine Heffernan, Head of Service Finance

- 4.1. There are no direct financial implications of implementing the recommendations of this report. However, many of the deliverables within the Corporate Plan have dependencies with delivery of the Council's Medium Term Financial Strategy, contributing to income, savings and efficiencies from transformation programmes, commercial initiatives, demand management strategies, and early intervention and prevention approaches. Therefore, delivery of Corporate Plan is critical to maintaining the Council's financial health and long-term sustainability.
- 4.2. The Corporate Plan is to be delivered through approved budgets and against a challenging financial context made increasingly difficult and precarious by the impacts of the pandemic on the Council's income and expenditure. The Corporate Plan and the Medium Term Financial Strategy were both reviewed and updated in November 2020 to reflect those risks and to recalibrate our short- and medium-term

¹ [Council Constitution](#), Part 3, Chapter 1

goals in relation to the new context and landscape. The MTFS will be updated again after the Local Government Financial Settlement is released in December and will be presented to Cabinet and Assembly in February 2021.

- 4.3. Regular budget monitoring reports to Cabinet detail the financial risks, spending performance and budgetary position. The expected position (as at November 2020) is an overspend of £8.327m with a potential range of £3.991m to £12.664m. This will require drawdown from the Council's reserves but is manageable within our overall resources.
- 4.4. A specific theme of the Corporate Plan is concerned with ensuring value for money and good financial management and controls (see page 59 of Appendix 1)

5. Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance & Standards Lawyer

- 5.1. As this report is for noting there are no specific legal implications. 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. This report reflects good practice in terms of corporate governance as it articulates progress to outcomes and assist in highlighting areas where improvements are needed. 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 oblige 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 public sector accounting 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 monitoring process thus plays a vital role in the legal duty to ensure sound governance of the Council.

6. Other Implications

- 6.1. **Risk Management** - The Council maintains a Corporate Risk Register that highlights the key strategic risks that may prevent the Council from achieving its stated objectives. These risks and mitigating actions are reviewed periodically by the Audit & Standards Committee. Risks relating to the delivery of projects and programmes within the Corporate Plan are monitored and managed through internal governance arrangements using recognised project/programme management practices and methodologies. There is proportionate reporting and escalation of issues and risks to the Senior Management Team, and to relevant Cabinet Members where appropriate. Project/programme governance and reporting is designed to identify risk at the earliest opportunity and to put in place effective risk management strategies.

Regular monitoring and analysis of performance data in the Single Performance Framework is in place to detect emerging performance issues and then put in place improvement plans. Metrics in the framework have targets which set benchmarks and standards for performance. Metrics which are behind target are reported by

exception to relevant stakeholders ensuring rigour and focus on continuous improvement.

- 6.2. **Staffing issues** - The Corporate Plan is the keystone of the Council's strategic framework. As such it guides all of what we do and sets the direction and goals for all services and staff. It is a key resource which drives strategic and business planning at all levels of the organisation. The objectives and priorities of the Corporate Plan inform individual employee appraisals ensuring day-to-day operations are working towards the long-term vision and goals for the borough. We call this the 'golden thread' as it brings alignment and connects strategic planning with operational delivery. Having a robust 'golden thread' is an important requirement as an accredited Investor in People organisation. More specially, page 61 of Appendix 1 sets out progress and performance against goals to achieve excellence in people management, to ensure good workforce wellbeing, compliance with policy and procedure, and organisation development goals are being delivered.
- 6.3. **Corporate Policy and Equality Impact** – The Corporate Plan is the Council's medium-term plan to realise the vision of the Borough Manifesto. It sits at the heart of the organisation's strategic framework. This report seeks to give Cabinet an appraisal of delivery of that plan by bringing together recent performance information (up to end of quarter 2, 2020/21) from the metrics in the Single Performance Framework and latest positions on delivering key projects and programmes relevant to the sub-themes of the Corporate Plan.

An Equalities Impact Assessment (EIA) was completed as part of the development of the new Corporate Plan. That EIA was submitted as part of the documentation when it was agreed by Assembly in May 2020 and updated and agreed in November 2020. The EIA identifies examples of priorities and objectives within the Corporate Plan which improve outcomes for residents with protected characteristics and ways in which the Council aims to tackle structural inequalities.

The Single Performance Framework does not directly provide performance information in relation to equalities, but other strategic resources such as the Joint Strategic Needs Assessment, Social Progress Index, and Borough Data Explorer contain important and up-to-date data sets relating to the profile and characteristics of the local population.

- 6.4. **Safeguarding Adults and Children** – A sub-theme of the Corporate Plan focuses on safeguarding residents (see page 45 of Appendix 1). The Safeguarding Adults Board receives in-depth performance reporting, including data held by safeguarding partners, each quarter. The most recent Safeguarding Adults Board Annual Report 2019/20 (Assembly, November 2020) has key performance headlines showing LBBD's safeguarding procedures and risk management are robust. A similar performance framework is in place for the Safeguarding Children Partnership which receives quarterly performance reports to its Quality and Assurance Sub-group. The next Safeguarding Children Partnership Annual report is due at Assembly in February 2021.
- 6.5. **Health Issues** – The new Corporate Plan is aligned to the Joint Health and Wellbeing Strategy 2019/2023. Several sub-themes across Prevention, Resilience and Independence appraise progress to improving health and wellbeing outcomes and addressing health inequalities. Focus is on several priorities which include early

years development, achieving and maintaining healthy weight, mental health, smoking cessation, cancer screening, and supporting residents to live well in older age.

Responsibility and accountability for improving the health of the population is shared across several partners at a local and sub-regional level. Performance and progress to outcomes is therefore monitored through the Health and Wellbeing Board, via the new Health and Wellbeing Outcomes Framework which covers all domains of health and wellbeing. Bi-annual reporting on this outcomes framework will begin in 2021.

- 6.6. **Crime and Disorder Issues** – Crime, perceptions of crime, and community safety are key concerns for residents, and these are reflected in the priorities of the Corporate Plan which aims to stop domestic abuse, challenge hate crime, enforce against and deter enviro-crimes, and to keep young people safe from knife crime and serious youth violence.

Strategic planning and performance monitoring of crime and community safety is managed through a multi-agency partnership, in this case the Community Safety Partnership. The Community Safety Partnership Plan 2019/2022, underpinned by the most recent Crime and Disorder Strategic Assessment, provides a framework through which intelligence and performance data and information is monitored. The most recent performance report was presented to the Community Safety Partnership on 09 December 2020.

- 6.7. **Property / Asset Issues** – There are no direct impacts or issues in relation to the Council's properties and assets. A sub-theme within the Corporate Plan is concerned with good management of LBBB assets and the services/functions/responsibilities provided by My Place, with particular focus on the quality and stewardship of LBBB housing stock. Cabinet will find an overview of performance relating to that sub-theme on page 4 of Appendix 1.

Public Background Papers Used in the Preparation of the Report:

- [Corporate Plan 2020-22 \(Assembly, May 2020\)](#)
- [Reviewed Corporate Plan 2020-22 \(Cabinet, November 2020\)](#)

List of appendices:

- Appendix 1: Corporate Plan 2020/2022 Performance and Delivery Update