

CABINET

20 June 2017

Title: Corporate Plan 2017-18	
Report of the Cabinet Member for Community Leadership and Engagement	
Wards Affected: All	Key Decision:
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Accountable Director: Tom Hook, Strategy and Programmes Director	
Accountable Strategic Director: Claire Symonds, Chief Operating Officer	
Summary <p>The development of a Corporate Plan ensures the Council's contribution to achieving the vision and priorities is proactive, co-ordinated, resourced in line with the MTFs and monitored so that Members and residents can see progress.</p> <p>For 2017/18, the Corporate Plan has been developed to take into account the Council's current position, developments that have taken place over the past year and the transformation programme the Council will deliver in 2017/18 and beyond.</p> <p>The newly developed Borough Manifesto and associated targets, clearly articulate the shared, resident-led vision for the future of Barking and Dagenham. Our commitment to achieving the vision has been incorporated in the Corporate Plan for 2017/18.</p> <p>Progress against delivery of the Corporate Plan is supported through a robust corporate performance framework. With the Council moving to a commissioning model, it is proposed that the future corporate performance framework should reflect this change and quarterly performance reporting be used to successfully monitor and challenge progress against key indicators captured in Commissioning Mandates.</p> <p>It is however acknowledged that Commissioning Mandates for the various service delivery blocks will all be at various stages of development and are not likely to be ready until later in the year. Therefore, it is proposed that until a new performance framework informed by the Commissioning Mandates can be developed, progress against delivery of the Corporate Plan will be monitored through the existing Key Accountabilities and Key Performance Indicators. The existing Key Accountabilities and Key Performance Indicators have been subject to a light-touch refresh for 2017-18. Performance will continue to be reported quarterly at CPG, Quarterly Challenge Sessions, Cabinet and to the Public Accounts and Audit Committee every six months.</p>	
Recommendation(s) <p>The Cabinet is asked to recommend the Assembly to approve the Corporate Plan 2017/18</p>	

Reason(s)

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

1. Background

- 1.1. Our borough and the context within which the Council operates has changed radically over the last decade and will continue to change. Austerity is set to continue and coupled with population and government policy changes, mean the way we deliver services also needs to change. As a Council we faced a simple choice: we could do nothing and continue to cut services which would affect our ability to improve outcomes for residents, or we could embrace the uncertain future and stay ahead of the curve by finding new ways of delivering them. We chose the latter.
- 1.2. We will own and drive change in the borough. Our plans are about us accepting that the status quo cannot continue and that we must evolve as an organisation in order to ensure we meet the needs of our residents and continue to provide the place based leadership required to deliver our vision for the borough. We look to the future with hope and aspiration and believe that the plans we have in place will ensure we continue provide services that are fit for purpose moving forward.
- 1.3. We know we are not where we could and should be. In areas, such as employment, skills, educational attainment, and health, outcomes for residents is well below London averages, and we should all have higher expectations.
- 1.4. Ultimately, our drive for change is to realise better outcomes for our residents. In the past year, we have been busy speaking to the community about the future of the borough. They have left us with no doubt about the aspirations they also have for Barking and Dagenham. These aspirations have informed the development of a new Borough Manifesto. A shared vision of the future of Barking and Dagenham, jointly owned by public, private, community and voluntary sector organisations.
- 1.5. Together, our ambition is to make Barking and Dagenham a stronger, more prosperous place to live, with opportunity for all. To achieve this ambition, we need to change the way the Council is run. We need to be less traditional, more innovative and flexible and develop new relationships with our partners and the community we serve.
- 1.6. Delivering Council services through long-standing service departments will be a thing of the past. We will be a different kind of Council. This year will see our transformation programme come to fruition. We will see delivery units with right skills liberated to become more entrepreneurial and generate new business and clients within the borough and wider region. The introduction of service blocks such as 'Be First' will see services reconfigured, to make an active and coherent contribution to economic growth and prosperity.
- 1.7. Although change of this scale can be daunting, we must also remember we are in a unique position as London's growth opportunity and we have as many opportunities

ahead of us as we do challenges. We see the Council's role as harnessing this growth and the borough's potential for the benefit of all, to ensure no one is left behind.

- 1.8. The Corporate Plan provides a clear narrative on how the vision and priorities will be delivered, allowing the Council to make best use of limited resources in areas that will make the greatest difference for our residents.

2. The Corporate Plan 2017/18

- 2.1. Although there is no longer a specific statutory requirement to produce a Community Strategy or Corporate Plan, they are essential components of good governance to articulate the vision for the borough and agree the Council's priorities to inform decision making and allocation of resources and in due course a reference by which outcomes can be measured.
- 2.2. Despite the Council's vision and priorities remaining the same, a refresh of the Corporate Plan is required, to take into account the Council's current position, the developments that have taken place over the past year and the transformation programme the Council will deliver in 2017/18 and beyond. To support this change the structure of the council is changing enabling the Council to realise its plans. These changes are all captured in the new corporate plan.
- 2.3. The Corporate Plan articulates the current landscape of the borough, alongside the current external influences and budget pressures the Council faces. Together this provides a clear picture of the challenges the authority faces over the coming years.
- 2.4. Despite the challenges we face, the Corporate Plan 2017/18 gives a clear narrative of where the organisation is heading, and provides the authority with a one year plan, that will inform the Council's decision-making process throughout the coming year and up to the next election period.

3. The Borough Manifesto

- 3.1. Along with the rate of change to the Borough's demographics, we know that long term outcomes for our residents in areas such as health, education and employment are poor. Our focus on achieving better outcomes provides the basis of the Council's Corporate Plan for 2017/18.
- 3.2. The past year has seen the development of the Borough Manifesto, with clear themes, aspirations and targets. The manifesto articulates the shared, resident-led vision of the future of Barking and Dagenham.
- 3.3. Our commitment to achieving the vision set out in the Borough Manifesto drives how we will deliver our services and will inform our commissioning plans. This has been incorporated in the Corporate Plan for 2017/18.
- 3.4. Focus is also given to the Council's role as a partner of the Barking and Dagenham Delivery Partnership (BDDP) and our priorities for delivering the borough's shared vision. We are clear that strengthened partnership arrangements are essential to achieving better outcomes for our residents.

4. Delivery of the Corporate Plan 2017/18

- 4.1. The Corporate Plan is a key part of the Council's overall performance framework and delivery of the vision is supported by key performance measures which are incorporated in the Corporate Plan.
- 4.2. With the significant changes the Council is facing over the coming year, including the delivery of the transformation programme and the Council moving to a commissioning model, for 2017-18 a light-touch refresh of existing Key Accountabilities and Key Performance Indicators has been undertaken.
- 4.3. Commissioning Mandates will be developed for all 'service delivery blocks'. These will include detailed evidence and clear deliverables, performance measures and targets ensuring that delivery is focused on the achievement of the Council's goals. From 2018-19 the performance framework will reflect the content of the Commissioning Mandates.
- 4.4. Until Commissioning Mandates have been developed, our progress against delivery of the Corporate Plan will be monitored using the existing Key Accountabilities and Key Performance Measures (KPIs).

5. Consultation

- 5.1. The Strategy and Performance Team have worked closely with the Corporate Performance Group (CPG) to inform the approach of the Corporate Plan.

6. Financial Implications

Implications completed by: Kathy Freeman, Finance Director

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

7. Legal Implications

Implications completed by: Dr. Paul Feild Senior Governance Lawyer

- 7.1 While it is correct to say there is no specific statutory duty to produce a corporate plan, it is a necessary element of good governance. The performance regime established by the Local Government Act 1999 as amended by the Local Audit and Accountability Act 2014 together with supporting legislation, requires the Council to work to achieve continuous improvement and best value. A corporate plan, its objectives and in time how the delivery measures up in terms of outcomes, are therefore one of the signifiers of a well-run local authority.
- 7.2 Furthermore the Accounts and Audit (England) Regulations 2015 Regulations obliges the Council to produce an Annual Governance Statement for each

accounting year evidencing how the Council has performed. This is to be done in accordance with proper practices. The *CIPFA / Solace Delivering Good Governance in Local Government Framework 2016* guidance sets out the required practice and that includes a clear statement of the Councils purpose and intended outcomes. The Corporate Plan thus plays a vital role in the legal duty to ensure sound governance of the Council.

8. Other Implications

- 8.1. **Risk Management** – There are no specific risks associated with this report. The corporate plan report and ongoing monitoring will enable the Council to identify risks early and initiate any mitigating action. The Council’s business planning process describes how risks are mitigated by linking with the corporate risk register.
- 8.2. **Contractual Issues** – Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 8.3. **Staffing Issues** – There are no specific staffing implications.
- 8.4. **Customer Impact** – The vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council’s role in place shaping and providing community leadership. The key accountabilities and KPIs monitored allow the Council to track delivery ensuring resources and activity are effectively targeted to help achieve the vision and priorities. There are no specific customer impact issues to consider as a result of this report.
- 8.5. **Safeguarding Children** - The priority **Enabling social responsibility** encompasses activities to safeguard children in the borough and is delivered through the Local Safeguarding Children Board and Children’s Trust. The Council monitor a number of indicators corporately which relate to Children’s safeguarding. By doing so the Council can ensure it continues to discharge its duties.
- 8.6. **Health Issues** - The priority **Enabling social responsibility** encompasses activities to support the prevention and resolution of health issues in the borough and is delivered through the Health and Wellbeing Board. The borough has a number of health challenges, with our residents having significantly worse health outcomes than national averages, including lower life expectancy, and higher rates of obesity, diabetes and smoking prevalence. Although delivery of health services is not the responsibility of the Council, together with health partners the Council is committed to tackling the health issues prevalent in the borough.
- 8.7. **Crime and Disorder Issues** - The priority **Encouraging civic pride** encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership. Whilst high level indicators provide Cabinet with an overview of performance, more detailed indicators are monitored locally.

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

List of appendices:

Appendix 1- Corporate Plan 2017-18