

CABINET

20 March 2018

Title: Corporate Plan 2018 - 2022	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
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Accountable Strategic Director: Tom Hook, Director of Policy and Participation	
Summary <p>The Corporate Plan is a key part of the Council's strategic framework. The development of a Corporate Plan ensures the Council's contribution to achieving its vision and priorities is proactive, co-ordinated, and achievable; i.e. it is resourced in line with the MTFS. It allows both Members and residents to measure progress in the Council's delivery of its vision and priorities.</p> <p>The new Corporate Plan is a four-year document (2018-22) and has been developed taking account of the Council's current position, developments across the borough over the last four years and plans around the Council's future direction of travel, which includes the Council's transformation programme.</p> <p>In July 2017, we launched the Borough Manifesto, setting out a shared, long-term, resident-led vision for the borough, which we developed in consultation with over 3,000 residents and stakeholders. The Manifesto sets out the aspirations and targets we hope to accomplish in 20 years' time. Our commitment to achieving this long-term vision has been incorporated within the new four-year Corporate Plan.</p> <p>The Corporate Plan also sets out our performance framework. Progress against delivery of the Corporate Plan is monitored through the corporate performance framework, which is reported to CSG and Cabinet on a quarterly basis and to the Public Accounts and Audit Committee every six months (PASSC). The Cabinet Member for Performance also has the opportunity to provide constructive challenge to any Cabinet colleague via the Council's performance challenge sessions.</p> <p>The 2017-18 financial year has been a busy year for the Council in relation to organisational change and transformation. The Council has made significant progress in moving towards becoming a new kind of council, a commissioning-based organisation and have seen the new service blocks go live. The new structure has four delivery options which include; directly managed services, commissioned services, contracted services, and external suppliers which are all supported by a strategic 'core'.</p>	

With a mix of delivery methods in operation, it is increasingly important that a robust performance framework exists, which allows the council to appropriately monitor performance, holding both internal and external providers to account. Over the last year we have also seen commissioners working on developing commissioning mandates to introduce greater transparency for commissioners and providers alike on what outcomes need to be delivered.

It is acknowledged that 2018 is likely to be a transitional year, during which mandates are finalised, and the organisation as a whole begins to embed the new delivery methods being introduced. The performance framework is therefore likely to develop iteratively over the course of the year with a view to having an agreed framework in place by 2019-20.

Recommendation(s)

The Cabinet is asked to recommend the Assembly to approve the Council's Corporate Plan 2018 - 2022 as set out at Appendix 1 to the report.

Reason(s)

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

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. These are challenging times with austerity set to continue, coupled with population changes, rising demand, government policy changes and stubbornly low outcomes across a number of key indicators for our residents.
- 1.2. We have risen to the challenge and made significant progress in transforming the borough and the Council. We have owned and driven change in the borough. Our plans for the borough are bold, ambitious and aspirational. We have made changes in order to ensure we continue to meet the needs of our residents and 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 to 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 are 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 worked hard to develop a new relationship with residents. Our Community Solutions service is providing integrated support services to residents which enable them to do more for themselves and intervene early to solve problems before they require intensive support. We have integrated services and to make

them more person-centred, targeted and outcomes-focussed, whilst ensuring the Council remains a caring organisation, always able to support the most vulnerable.

- 1.5. We have also spoken to over 6,000 residents engaging them using alternative methods to garner further opportunities for civic participation. These conversations have left us with no doubt about the aspirations they also have for Barking and Dagenham. Their aspirations have informed the development of the Borough Manifesto, a shared vision of the future of Barking and Dagenham, jointly owned by public, private, community and voluntary sector organisations.
- 1.6. 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 are changing the way the Council is run. We are aspiring to be more innovative, creative and flexible. We will develop stronger relationships with our partners and the community we serve.
- 1.7. Delivering Council services through a standard service department model is a thing of the past. Councils no longer operate in the way they did just 10 years ago and we have to adapt how we do things if we are to achieve our ambitions. Our transformation programme has seen the establishment of the new service delivery blocks. The introduction of service blocks such as 'Be First' will speed up opportunities for regeneration and contribute to economic growth and prosperity, ensuring growth is inclusive and '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 to our residents.

2. The Corporate Plan 2018-22

- 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 and help to articulate the vision for the borough. They also support us to agree the council's priorities, inform decision making and the allocation of resources, and in due course will also be a reference by which outcomes can be measured.
- 2.2. Now that we are in a period of relative stability, following extensive transformation, we will be developing a four-year Corporate Plan that will last for the entirety of the next political cycle (2018-2022). Previously we have typically developed one or two-year Corporate Plans.
- 2.3. Each year we will undertake a light touch refresh of the Corporate Plan to keep it current and to reflect progress in delivering the Plan.

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 our Corporate Plan.

- 3.2. We have developed 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. Whether a service is delivered in-house, commissioned, contracted, or delivered by external suppliers, our goal will always be to ensure these services deliver the aspirations we have set out in the Manifesto.
- 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. The golden thread

- 4.1. The Corporate Plan is a key part of the council's strategic framework. The strategic framework comprises a number of key strategies which form the 'top-layer' and should be what other strategies and plans align and refer to. If we are to have a clear focus on achieving outcomes, it is vital that all our strategies and plans, right down to individual staff objectives can all be clearly linked back to the top layer. This is often referred to as the 'golden thread' and if successful means that all our activity is outcomes focussed and contributes to delivering our vision and priorities.
- 4.2. The diagram below sets out the 'golden thread' for Barking and Dagenham. At the very top of the diagram is the Borough Manifesto, a long-term vision for the borough developed collectively with partners and with input from over 3,000 people. This is a partnership document and will require everyone to play their part if we are to be successful in achieving the vision. Below this sits the Corporate Plan which sets out how the council will deliver the vision and priorities for the organisation. Also, part of the strategic framework is the Health and Well Being Strategy. Sitting beneath the top level strategic framework are the Commissioning Mandates and Business Plans which set out the priorities for each service block and are aligned to the Corporate Plan.

Working together to deliver shared outcomes for Barking and Dagenham



5. Consultation

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

6. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager - Finance

- 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 the Key Performance Indicators and Accountabilities are delivered within existing budgets. These budgets will be monitored through the existing monitoring process to identify and address potential issues and also any benefits as a result of improved performance on a timely basis.

7. Legal Implications

Implications completed by: Paul Field, Senior Corporate Governance Solicitor

- 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. **Corporate Policy and Equality Impact** – The vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council's role in place shaping and providing community leadership. The key accountabilities and KPIs monitored allow the Council to track delivery ensuring resources and activity are effectively targeted to help achieve the vision and priorities.

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

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

- 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 2018 - 2022