

## CABINET

16 October 2018

<b>Title:</b> Corporate Plan 2018 - 2022	
<b>Report of Cabinet Member for Community Leadership and Engagement</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
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<b>Accountable Director:</b> Tom Hook, Director of Policy and Participation	
<b>Summary</b> <p>Over the past few years, the Council has undergone a period of significant change, which has focused on establishing a new kind of council that transforms the way we deliver our services, as well as facilitate a change in the relationship we have with our residents.</p> <p>In consultation with residents, we have shaped and defined the vision for Barking and Dagenham, with aspirations and outcomes clearly articulated through the production of the Borough Manifesto. These long-term outcomes provide a clear direction for the Council over the coming years.</p> <p>As an enabler and facilitator, the Council's job is to make the community's vision a reality. The Corporate Plan 2018-2022 sets out our contribution over the next four years to deliver the Borough Manifesto. It clearly articulates the Council's vision and priorities as we continue our journey and the transformation programme.</p> <p>The Corporate Plan is a key part of the Council's strategic planning, delivery and accountability framework. The development of a Corporate Plan ensures the Council's contribution to achieving its vision and priorities is proactive, co-ordinated, achievable and resourced in line with the Medium-Term Financial Strategy.</p>	
<b>Recommendation(s)</b> <p>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.</p>	
<b>Reason(s)</b> <p>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.</p>	

## **1. Introduction and 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 for the foreseeable future. These are challenging times with austerity set to continue, coupled with population changes, increasing statutory responsibilities, rising demand, government policy changes and, for too many years, stubbornly low relative 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. The last four years have been about designing a radically new kind of council. We have embraced municipal entrepreneurialism, working with the flexibility of the private sector and the ethos of the public sector. Our transformation programme has seen the creation of new service delivery blocks, transforming our in-house services and establishing council-owned companies.
- 1.4. At the heart of all these radical changes, is our community. We understand that it is residents that make Barking and Dagenham such a great place and it is our residents who are the key to making the borough 'a place people are proud of and want to live, work, study and stay'.
- 1.5. We have made efforts to connect and reconnect with residents and actively listen to all parts of our community, even when that feedback has been hard to hear. In the last year we engaged with an unprecedented 6,000 residents, through consultation and engagement work to find out what they care about and what they want for the Borough.
- 1.6. 3,000 of our residents came together to produce the Borough Manifesto, a vision for the future of the borough which forms the top-level strategy for the Council and partners, to deliver the aspirations of our residents
- 1.7. 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. As an enabler and facilitator, the Council's job is to make the community's vision a reality. The Corporate Plan 2018-2022 sets out our contribution over the next four years to deliver the Borough Manifesto.
- 2.2. The priorities articulated in the new Corporate Plan have been changed to reflect the transformation that has taken place and the journey ahead. We will focus our efforts on four key themes, and within each theme sits a small number of priorities.

<b>Theme</b>	<b>Priorities</b>
A New Kind of Council	<ul style="list-style-type: none"> <li>▪ Build a well-run organisation</li> <li>▪ Ensure relentlessly reliable services</li> <li>▪ Develop place-based partnerships</li> </ul>
Empowering People	<ul style="list-style-type: none"> <li>▪ Enable greater independence and protect the most vulnerable</li> <li>▪ Strengthen our services for all</li> <li>▪ Intervene earlier</li> </ul>
Inclusive Growth	<ul style="list-style-type: none"> <li>▪ Develop our aspirational and affordable housing offer</li> <li>▪ Shape great places and strong communities through regeneration</li> <li>▪ Encourage enterprise and enable employment</li> </ul>
Citizenship and Participation	<ul style="list-style-type: none"> <li>▪ Harness culture and participation</li> <li>▪ Encourage civic pride and social responsibility</li> <li>▪ Strengthen partnerships and a place-based approach</li> </ul>

2.3. The Corporate Plan 2018-2022 also sets out the council's performance framework. Within each priority sits the key accountabilities we are committed to delivering and the performance indicators we will monitor to track our progress.

2.4. It is important that a robust performance framework exists, which allows the council to appropriately monitor performance, holding both internal and external providers to account. Through quarterly performance reporting at Cabinet, Cabinet Members will be able to keep track of our progress against agreed performance targets, and ultimately, our progress against delivery of the vision and priorities.

2.5. The development of a four-year Corporate Plan will see it last for the entirety of the next political cycle (2018-2022). However, the context within which we operate remains very challenging and we do not claim to have all the answers.

2.6. As a new kind of kind of council, we have put in place the vehicles to deliver the vision and priorities and will use our new services to focus our work. The next four years will be about building on what we have already achieved and continuing to deliver real change for the borough and its residents. This is why we will review the Corporate Plan as the context changes and evolves.

### **3. Consultation**

3.1. 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.

## 4. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager - Finance

- 4.1. 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.

## 5. Legal Implications

Implications completed by: Paul Field, Senior Corporate Governance Solicitor

- 5.1 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.
- 5.2 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 Council's purpose and intended outcomes. The Corporate Plan thus plays a vital role in the legal duty to ensure sound governance of the Council.

## 6. Other Implications

- 6.1. **Risk Management** – 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.
- 6.2. **Contractual Issues** – Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 6.3. **Staffing Issues** – There are no specific staffing implications.
- 6.4. **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.

- 6.5. **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 **Empowering People** theme encompasses activities to safeguard adults and children in the borough. 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.
- 6.6. **Health Issues -** The **Empowering People** theme has a particular focus of health and social care. It 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.
- 6.7. **Crime and Disorder Issues -** The **Citizenship and Participation** theme focusses on strengthened partnerships which will encompass 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 - Draft Corporate Plan 2018 - 2022**