

## CABINET

17 November 2020

<b>Title:</b> Reviewed Corporate Plan 2020-22	
<b>Report of the Cabinet Member for Finance, Performance and Core Services</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 Strategic Leadership Director:</b> Mark Tyson – Director of Policy and Participation	
<b>Summary</b> <p>Cabinet and Assembly agreed the new Corporate Plan and Single Performance Framework in April and May 2020. This was done on the understanding that their contents would need to be reviewed, later in the year, to take account for the impact of Covid-19 on the Council's plans for the next two years.</p> <p>While the pandemic continues to evolve, the Council is now in a much better position to understand how Covid-19 is impacting on its resources, priorities and plans. Therefore, over the past few months, the Council's strategic framework, including the Corporate Plan and Single Performance Framework, has been reviewed to take account for the impact of the pandemic, and of the lessons learned in implementing the new Performance Framework since May 2020.</p> <p>As a result, this report introduces and appends for agreement:</p> <ul style="list-style-type: none"><li>• A reviewed Corporate Plan, updated to include the context of Covid-19 and the Council's response, as well as a clear, consistent description of the Council's approach to its work.</li><li>• A reviewed Single Performance Framework, including proposed changes to the content to take account for the impact of Covid-19 and to enact lessons learned when implementing the Framework over the Summer 2020.</li></ul>	
<b>Recommendation(s)</b> <p>The Cabinet is recommended to:</p> <ol style="list-style-type: none"><li>(i) Recommend the Assembly to agree the reviewed Corporate Plan as set out at Appendix 1 to the report;</li><li>(ii) Agree the reviewed Single Performance Framework as set out at Appendix 2 to the report.</li></ol>	

## Reason(s)

To assist the Council in achieving the vision of the Borough Manifesto by progressing its key strategic priorities: Inclusive Growth; Prevention, Independence and Resilience; Participation and Engagement; and Well-run Organisation.

### 1 Introduction

- 1.1 Cabinet and Assembly agreed the new Corporate Plan and Single Performance Framework in April and May 2020. This was done on the understanding that their contents would need to be reviewed, later in the year, to take account for the impact of Covid-19 on the Council's plans for the next two years.
- 1.2 While the pandemic continues to evolve, the Council is now in a much better position to understand how Covid-19 is impacting on its resources, priorities and plans. Therefore, over the past few months, the Council's strategic framework has been reviewed to take account for the impact of the pandemic, and of the lessons learned in implementing the new Performance Framework since May 2020.
- 1.3 It is important to note, however, that while the review of the strategic framework is vital to ensure that our plans are up-to-date and reflect the reality of the context in which we work, the fundamental approach and strategic intentions of the Council, as set out in the Corporate Plan, are not changing. We still believe that the approach we have developed over the past few years of transformation, and the strategic priorities we have set ourselves, are correct in responding to the challenges of our times, and are the only way in which we stand a chance of realising the vision of the Borough Manifesto.
- 1.4 The Council has also already been delivering the contents of the Corporate Plan and Single Performance Framework throughout this year, as we have been responding to the Covid-19 pandemic. For example, related to Inclusive Growth we have:
  - Secured a deal to sell the land for the development of London's largest film studios.
  - Agreed to buy 938 units of housing at Beam Park, a 3,000 home regeneration scheme in South Dagenham, 50 per cent of which are below market rent.
  - Been identified as the biggest council house builder in London, with the largest allocation of GLA grant (£110m) to support the delivery of truly affordable housing.
  - Secured a grant from central government to continue support for rough sleepers who were brought in off the streets at the start of the pandemic.
  - Launched Kick Start Barking and Dagenham, creating placements in the council and working with partners to secure additional placements for local residents.
  - Made progress in negotiating with the City of London to secure commitments that the proposed relocation of the city markets will benefit Barking and Dagenham residents.
  - Secured a £1.6m grant to install energy efficiency measures in 250 homes across the borough, improving the environments and helping reduce residents' energy bills.

For example, related to Participation and Engagement we have:

- Established BD CAN in collaboration with BD\_Collective in a matter of days to respond to the community's vulnerability in lockdown.
- Undertaken two rounds of the Neighbourhood Fund this year, distributing over £250,000 to approximately 25 local good causes.
- Supported over 12,800 visitors to the One Borough Voice engagement platform.
- Led the development of a range of cultural programmes in response to lockdown and social distancing, such as the One Borough One Love Festival and a suite of home activities and toolkits aimed at particularly engaging isolated residents.
- Supported 37,000 hours of resident participation through the Every One Every Day programme as of September 2020, along with the launching of Tomorrow Today Streets, a programme which has enabled residents to continue to participate despite Covid-19.
- Established B&D Giving as an organisation and merged with BD Renew. £100k of funding secured and distributed across the community to support the borough's response to Covid-19.
- Launched a shared volunteering platform on Better Impact to enable more volunteering across the Borough, including the use of a central pool of hundreds of volunteers which social sector partners have been able to access.

For example, related to Prevention, Independence and Resilience we have:

- Developed, agreed and started deploying Adults, Disabilities and Mental Health Improvement Programme PIDs, and completed the new Adults Practice Framework.
- Put in place a Social Prescribing Model.
- Created a Pre-Birth Service and put in place revised early permanence pathways.
- The YOS Improvement Plan is being delivered on-track as part of the wider Children's Improvement Programme.
- Completed the School Place Sufficiency Plan.
- Gone live with the new Multi-Agency Safeguarding Partnership.
- Launched the Step Up, Stay Safe programme with the 'Lost Hours' campaign in August 2020; engaged by over 30,000 people by the beginning of September.
- Mobilised the Specialist Intervention Service and appointed its new Head of Service.

All of these achievements have been made while the Council has also brought Elevate's services back in-house and managed its ongoing response to the Covid-19 pandemic.

## **2 Proposals**

2.1 Listed below are the principal documents appended to this report, their purpose and the direction of the changes that have been proposed through the review process:

1. **The Corporate Plan** – The Corporate Plan was first agreed just a few weeks into lockdown. It included a brief outline of the risks the Council and community

faced in May 2020 as well as an outline explanation of the Council's overall approach to its work. The reviewed version, appended to this report for agreement, has been updated with further, more detailed context about the impact and risks of Covid-19. It also sets out in greater detail the Council's overall approach to its work, including:

- a shared approach to dispersed working and community hubs;
- a shared approach to service design and delivery; and
- a shared approach to tackling cross-cutting issues and outcomes.

The Corporate plan also sets out our medium-term priorities for delivering this approach and progressing towards the vision of the Borough Manifesto.

2. **The Single Performance Framework** – The Single Performance Framework translates the approach of the Council, described in the Corporate Plan, into tangible work to be undertaken between now and the local elections in May 2022; targets to be achieved and deadlines to be met. This is the mechanism by which we understand the progress we are making and the performance of the Council. The contents of the Framework have been reviewed to take account of Covid-19 as well as the lessons we have learned in implementing the Framework over the past few months. Any proposed changes are highlighted in the notes of the appended Framework. We also recognise that the impact of the pandemic is not static. It will continue to emerge and change. Therefore, we will maintain a change control mechanism, overseen by Cabinet, through which we can amend the Framework as required throughout its lifespan, to ensure that it remains as realistic and up-to-date as possible. We will also engage the leads for the Framework across the Council every six months, to reflect on whether the pandemic or any other issues have necessitated any further changes. It is important to note that the clear priority of creating a Community Hub model, whilst set out in the text of the Corporate Plan, is not currently explicitly described in the Performance Framework. This is because details are still in the process of being developed. Over the coming months, as the more specific activities are clarified and agreed, the Performance Framework will be adapted to include the relevant deliverables.

### 3. Consultation

- 3.1 The Council's approach described in the Corporate Plan is fuelled by and dependent upon ongoing participation and engagement of a variety of forms. This includes large-scale engagement exercises, such as that which co-produced the Borough Manifesto or, more recently, shaped the 'Borough and Me' programme and wider inclusive growth agenda. It also includes in-built mechanisms for resident and service user co-production, participation and engagement within frontline public services such as in Care and Support and Community Solutions. And it includes ongoing mechanisms and avenues for democratic resident participation such as through the operation of the Neighbourhood Fund, or workshops and collaboration with the local social sector.
- 3.2 Within the workforce, a range of activity over recent years have sought to build on the programme of engagement which previously shaped Ambition 2020. This has included focus groups, consultations and workshops. And more recently, the 'join the conversation' programme of activity has commenced to improve the collective understanding of what the workforce believe enables the form of public service

described in the Corporate Plan, how the Council could work more widely according to the principles of this document, and what gets in the way. Workforce engagement has also formed an important part of the Council's response to the pandemic and the adaptation of the Council's working arrangements.

#### **4. Financial Implications**

Implications completed by: Sandra Pillinger – Group Accountant

- 4.1 There are no direct financial implications of implementing the recommendations of this report.

#### **5. Legal Implications**

Implications completed by: Dr. Paul Feild, Senior Governance Solicitor

- 5.1 There is no specific statutory duty to produce a corporate plan, but 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** – The risks associated with the ongoing Covid-19 pandemic are accounted for in the decision-making processes of the Council's strategic framework, described in the Corporate Plan. The wider approach to risk will be captured in the performance process that supports the analysis of the Single Performance Framework.
- 6.2 **Staffing Issues** – The Corporate Plan and Single Performance Framework sit at the heart of the council's strategic framework, and therefore guide the work of all services and the workforce.
- 6.3 **Corporate Policy and Equality Impact** – The Corporate Plan sets out the Council's approach to realising the vision of the Borough Manifesto and sits at the heart of the organisation's strategic framework. The Single Performance Framework translates this approach into tangible work to be undertaken and objectives to be achieved through its lifespan. Commissioning mandates and business plans, in turn, explain how service delivery blocks aim to achieve the outcomes described in the Corporate Plan and Single Performance Framework.

Please see Appendix 6 for the updated EIA related to the Corporate Plan. This was first undertaken earlier in 2020 before the Plan's agreement at Assembly in May 2020 and has since been updated to take account of the impact of Covid-19.

- 6.4 **Safeguarding Adults and Children** – The strategic priority of Prevention, Independence and Resilience covers work to be undertaken to support the Council's approach to safeguarding, as set out in the Single Performance Framework.
- 6.5 **Health Issues** – The approach of the Corporate Plan is predicated on an ever-improving understanding of the root causes of poor outcomes and our collective ability to prevent and address them.
- 6.6 **Crime and Disorder Issues** – This agenda is covered by both the strategic priorities of Prevention, Independence and Resilience; and Inclusive Growth, as set out in the Single Performance Framework.
- 6.7 **Property / Asset Issues** - Activity on the Council's approach to all its assets – housing, community, service and other – are covered across the Single Performance Framework.

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

**List of appendices:**

- **Appendix 1:** The Corporate Plan
- **Appendix 2:** The Single Performance Framework
- **Appendix 3:** Community and Equality Impact Assessment