

ASSEMBLY

25 November 2020

Title: Reviewed Corporate Plan 2020-22	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
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Accountable Strategic Leadership Director: Mark Tyson – Director of Strategy and Participation	
Summary <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.</p> <p>Updated versions of both the Corporate Plan and Single Performance Framework have been produced and were presented to the Cabinet at its meeting on 17 November 2020 (the date of publication of this Assembly agenda). While responsibility for the Single Performance Framework falls within the remit of the Cabinet, the responsibility for the Corporate Plan ultimately rests with the Assembly as the document forms part of the Council's Policy Framework (see paragraph 2.1(ii) of Part 2, Chapter 4 of the Council Constitution).</p> <p>The reviewed Corporate Plan has been 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. The Single Performance Framework has been reviewed to take account of the impact of the pandemic on the Council's plans, and of lessons learned during the implementation of the Performance Framework since its adoption in May.</p>	
Recommendation(s) <p>The Assembly is recommended to agree the reviewed Corporate Plan as set out at Appendix 1 to the report.</p>	

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.

1.5 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 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**. The Plan explains why a locality approach that harnesses the potential of community hubs across the borough is so important, how the Council has developed its thinking about this agenda in recent years, and why the Council's response to Covid-19 has progressed this aspect of our approach in recent months.
- A shared approach to **service design and delivery**. The Plan describes how the Council's transformation in recent years has led to a shared approach to service design and delivery that guides the decisions we make and the way we seek to work with residents. This is distilled into a series of principles that are at the forefront of our work across the Council.
- A shared approach to tackling **cross-cutting issues and outcomes**. The Plan is also rooted in an understanding of the key, cross-cutting challenges that span the breadth of the Council and the borough, and around which we have to collaborate if we stand a chance of realising the vision of the Borough Manifesto.

The Corporate Plan then explains the Council's four key strategic priorities: Inclusive Growth; Prevention, Independence and Resilience; Participation and Engagement; and Well-Run Organisation. It finally, therefore, explains how our long-term vision for the future of the borough is translated into these medium-term priorities between now and May 2022.

2.2 The **Single Performance Framework** has also been reviewed to take account of the impact of Covid-19, as well as for lessons learned while implementing the Performance Framework since May of this year. The Single Performance Framework was presented to Cabinet for agreement on 17 November 2020. It is appended to this report as Annex 1 of the Corporate Plan, for information and context.

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.

- 3.3 The updated Corporate Plan was presented to the Cabinet on 17 November 2020 (the date of publication of this Assembly agenda). Any issues arising from the Cabinet's consideration will be reported at this meeting.

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 Councils 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 sits 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 2 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, including **Annex 1:** the Single Performance Framework.
- **Appendix 2:** Community and Equality Impact Assessment